



COUNCIL PLAN 2021-2025

QUARTERLY PROGRESS REPORT
Q3: JANUARY — MARCH 2022

ACKNOWLEDGEMENT OF COUNTRY

Golden Plains Shire spans the Traditional lands of the Wadawurrung and Eastern Maar people. We Acknowledge them as the Traditional Owners and Custodians.

Council pays its respects to Wadawurrung Elders past, present and emerging. Council also respects Eastern Maar Elders past, present and emerging.

Council extends that respect to all Aboriginal and Torres Strait Islander People who are part of the Golden Plains Shire.

Artwork: by Shu Brown



ABOUT THE COUNCIL PLAN

The Council Plan 2021-2025 is Council's commitment to delivering on the dreams and aspirations outlined in the Golden Plains Shire Community Vision 2040.

The Local Government Act 2020 requires that a Council Plan be prepared and adopted by 31 October in the year following a general election and that Council must address the strategic planning principles outlined in the Act in the preparation of its Council Plan and other strategic plans.

The Plan plays a key role in setting the strategic direction of Council for the Council term and ensuring an integrated approach is taken to planning, monitoring and performance reporting.

The Council Plan has been informed by extensive community engagement and expands on the four Themes of the Community Vision - Community, Liveability, Sustainability and Prosperity with the inclusion of an additional theme in Leadership. The Themes and Community Priorities provide the framework for Golden Plains Shire to align its strategic objectives and actions to for the next four years.

In addition, the Council Plan 2021- 2025 incorporates the Municipal Public Health and Wellbeing Plan (MPHWP) as required under the Public Health and Wellbeing Act 2008. This ensures the priorities for supporting, protecting and improving the health and wellbeing of the Golden Plains Shire community are at the forefront of Council's strategic planning and are integrated across all Council services and initiatives.

HOW WILL THE PLAN BE IMPLEMENTED?

The Council Plan 2021-2025 has been developed in consultation with our community and key stakeholders and we are committed to working together to achieve our vision for the future.

Council will play a strong leadership role and work in a range of ways to deliver on the priorities and objectives outlined in the Plan including:

- **Leader:** Demonstrating strong leadership and leading by example
- **Service Provider:** Facilitating and funding the provision of services
- **Deliverer:** Directly implementing services, projects or works
- **Advocate:** Making representation on behalf of our community
- **Partner:** Working with others to achieve outcomes
- **Facilitator:** Bringing stakeholders together
- **Funder:** Providing funds or other resources to deliver outcomes
- **Planner:** Planning to meet the needs and aspirations of our community now and into the future
- **Regulator:** Assuming regulatory responsibility across a range of areas
- **Listener:** Engaging with and listening to the community

Implementation of the Council Plan will be grounded in our commitment to working collaboratively and in partnership with others to achieve our objectives. We will continue to develop and strengthen our relationships with the community, government, key partners and other organisations to create a vibrant, prosperous and sustainable future for our Shire.



The Council Plan 2021-2025 will be reviewed annually for achievement against objectives and to ensure that it continues to reflect the priorities of Council and our community. We will measure our success based on indicators determined for each of our priority objectives and report against these in our Annual Report at the end of year.

STRATEGIC DIRECTION 1:

COMMUNITY



1.1 SAFE, RESILIENT AND PROUD COMMUNITIES

1.1.1 Education, programs, services, and infrastructure to enable people to feel safe in their local communities including preventing and responding to family violence and improving mental wellbeing.

Action	Progress	Status	Activities Undertaken
<p>Design, maintain and monitor public spaces and infrastructure, including investigation of enforcement approaches and CCTV, to enable community safety and to target illegal and dangerous activities, such as:</p> <ul style="list-style-type: none"> • Dumping • Vandalism • Property damage 	<p>50% Complete</p> 	In Progress	<p>CCTV Steering Committee has been established. The committee will recommend to Council whether a CCTV system in the shire is required or whether Council does not need CCTV. The committee will report back to Council with their findings.</p>
<p>Develop and implement the Municipal Health and Wellbeing Action Plan 2021-2025 to collaborate and advocate with community and partners for initiatives that raise awareness of health and wellbeing, including:</p> <ul style="list-style-type: none"> • Educating the community about mental wellbeing and mental illness • Access to, and provision of, health and wellbeing services across Golden Plains Shire, including mental health support services and resources • The prevention of family violence, including partnerships with prevention, response, and support services, raising awareness, and advocating for services • Improving access to an integrated response to support those experiencing family violence • Increasing community participation in preventative screening 	<p>90% Complete</p> 	In Progress	<ul style="list-style-type: none"> • Active Ageing & Inclusion attended the Central Highlands Elder Abuse Prevention Network - Community of Practice to learn and discuss topics around Senior Rights, supporting clients to make informed decisions for themselves, increasing awareness of Elder Abuse and what local services can offer support. This information was circulated to the team to better inform ground staff around how to identify Elder Abuse with clients. • Health, Wellbeing & Youth: <ul style="list-style-type: none"> - Council has awarded a contract to Barwon Child, Youth and Family to provide generalist mental health services across the Shire. The service commenced in March 2022 and is currently at 4 locations - Bannockburn, Dereel, Meredith and Rokewood. - Barwon Child, Youth and Family will have a clinician available at the GPS Youth Hub every Wednesday on a weekly basis, commencing in April 2022. - Council partnered with Breast Screen Victoria to make it easier for local women to access preventative screening. 6 women participated in the program, which involved transportation to breast screening services in Ballarat. - Orange Door will be providing services from Bannockburn from May 2022. - A partner planning and evaluation forum has been planned for June 2022 to evaluate the impact of activities for Year 1 of the Municipal Public Health and Wellbeing Plan and reassess planning for Years 2-4. - Conducted an awareness campaign of the benefits of choosing water as the drink of choice. Campaign was


Action	Progress	Status	Activities Undertaken
			<p>the Bannockburn Farmers Market. Hydration Stations were set up for the event, in partnership with Barwon Water. 150 people were engaged during the event.</p> <ul style="list-style-type: none"> - Council has received \$39,500 for implementation of an action plan for being a fast-track Council in the VicHealth Local Government Partnership, which aims to have young Victorians healthy and active in their communities. One of the deliverables is an audit into Rainbow Readiness.

1.1.2 Leadership and advocacy to build strong, safe, and resilient communities.

Action	Progress	Status	Activities Undertaken
<p>Work with community stakeholders to implement plans, policies, communications, and engagement that target prevention, resilience, preparedness and recovery from emergencies and natural disasters (e.g., fires and floods), including:</p> <ul style="list-style-type: none"> • Municipal Emergency Management Plan • Municipal Recovery Plan • Fire Prevention Plan • Local Laws • Domestic Animal Management Plan • Recovery assistance for community in response to the COVID 19 pandemic • Assessing and responding to health impacts 	<p>80% Complete</p> 	In Progress	<ul style="list-style-type: none"> • The Golden Plains Shire Municipal Emergency Management Planning Committee has prepared an Emergency Management Plan for the shire. This is a plan that focuses on all hazards. • The Fire Plan is still being drafted with the CFA. • The Local Law and Domestic Animal Plans have been approved and parts of the Plan are being implemented.
<p>Partner with community safety stakeholders (e.g., Victoria Police, SES and CFA) to advocate, communicate and promote community safety infrastructure and activities, including:</p> <ul style="list-style-type: none"> • Advocacy for improved police response times and a 24/7 Police Station in Bannockburn. 	<p>10% Complete</p> 	In Progress	<ul style="list-style-type: none"> • Council works with partner agencies and external stakeholders, including CFA, FRV, VicPol, AV, VicSES, DFFH, BRV, VCC-EM and Red Cross in assisting the community to prepare for an emergency. • Council is looking to partner with a neighbouring Council to provide resources to help the community prepare and build resilience before an emergency.



1.2 CELEBRATING AND CONNECTING COMMUNITIES

1.2.1 Promote and connect to our indigenous heritage and the traditional custodians of Golden Plains.


Action	Progress	Status	Activities Undertaken
<p>Publish and implement the Reflect Reconciliation Action Plan (RAP), including:</p> <ul style="list-style-type: none"> • Seeking RAP accreditation through Reconciliation Australia • Promoting positive working relationships, understanding and connection to indigenous culture • Celebrating Aboriginal and Torres Strait Islander cultures through activities in National Reconciliation Week (NRW) and NAIDOC Week 	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> • One RAP Working Group Meeting in January was held to finalise the draft RAP actions and to discuss and endorse a Terms of Reference for the RAP Working Group. • The second draft of Council's Reflect RAP was submitted to Reconciliation Australia late February. Comments and proposed changes from Reconciliation Australia were received in March with minor revisions made. • One formal Wadawurrung consultation was undertaken (February) with staff on:

Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Establishing and maintaining a Council Working Group to drive governance and implementation of the RAP 			<ul style="list-style-type: none"> The Climate Emergency Plan and Renaming of Sites (Environment & Sustainability) Youth Hub Opening and program discussions (Youth) Victorian Women's Public Art Project (Vera Scantlebury Sculpture) Draft RAP comments and changes (Arts and Culture).

1.2.2 Recognising the rich history and artistic potential of Golden Plains Shire.

Action	Progress	Status	Activities Undertaken
Develop the Arts, Culture and Heritage Strategy.	100% Complete 	Complete	Following a public exhibition and submission process, the final Arts, Culture and Heritage Strategy was presented to, and adopted by, Council in November 2021. Implementation of the Strategy is in progress.
Provide and seek opportunities for participation and engagement in Arts, Culture and Heritage activities including: <ul style="list-style-type: none"> Arts Programs Digital Heritage Exhibit Supporting community art initiatives Value and protect the history of Golden Plains Shire Council by implementing the Civic Collection Policy 	75% Complete 	In Progress	Officers have mapped actions against the Arts, Culture and Heritage Strategy for delivery in 2022/2023 and continued with activities including: <ul style="list-style-type: none"> Presenting at a GP Arts Inc Board meeting on the role of the Community Development Team. Assistance to GP Arts Inc has been provided in financial sustainability modelling and linking into external expertise. Infrastructure for exhibitions / displays has been installed at The Well in Smythesdale. Officers facilitated a Cinspace filmmaking program at Youth Hub with Youth team for the school holidays. A partnership model is in development with Regional Arts Victoria and community in delivering Small Halls Activation Programs. Delivery of the Living Sculptures Project with RAV is progressing (appointment of artists and Traditional Owner stakeholders). The Public Art Audit Maintenance schedule completed in March for 2021/2022 across artworks / memorials in Haddon, Linton, Grenville, Scarsdale, Meredith and Smythesdale.


1.2.3 Supporting events and activities across the Shire to bring communities together and promote participation.


Action	Progress	Status	Activities Undertaken
Provide opportunities for community to build social connection and encourage and foster local talent through community events, festivals, celebrations, and activities, including: <ul style="list-style-type: none"> Council events and celebrations Community-led events, festivals, and markets Art, culture, and history events 	75% Complete 	In Progress	In the third quarter of 2021/2022, Council presented the following events: <ul style="list-style-type: none"> The Golden Plains Shire Community Awards at Teesdale Turtle Bend. The nominees and winners of the Citizen of the Year, Young Citizen of the Year, Senior Citizen of the Year and Community Impact Award were celebrated.

Action	Progress	Status	Activities Undertaken
			<ul style="list-style-type: none"> Australia Day community events were promoted across the Shire and provided support to the Smythesdale Arts and Music Fiesta. Opening of the Bannockburn Skate Park Upgrade, Lethbridge Cricket Facility, Bannockburn Entrance Roundabout, and Franklin Bridge. Health, Wellbeing & Youth: <ul style="list-style-type: none"> Youth activities and events were held during the January school holidays and during Term 1. 172 young people participated in the program. A Community Leadership Program will commence in Q4 which aims to improve mental wellbeing through increased community participation and inclusion. An EOI to capture interest is being promoted. Golden Plains Farmers' Markets have continued in Q3 with markets held in February and March and planning undertaken for two Golden Plains Community Fairs in Smythesdale and Bannockburn in April 2022, delivered with a Bushfire Recovery event grant. Active Ageing & Inclusion delivered the Social Support program in February and March by holding 3 outings in total where participants were able to head either into Ballarat or to Geelong for a day of connecting with others, exploring mill markets and chatting over lunch. We had 8 participants attend the February outing and a total of 16 in March.


1.3 COMMUNITY PARTICIPATION, ENGAGEMENT, AND OWNERSHIP


1.3.1 Empower and build the capacity of residents and groups to get involved and contribute to communities.

Action	Progress	Status	Activities Undertaken
<p>Implement and monitor the Community Planning Program Action Plan to build knowledge, capacity, and ownership across Golden Plains Shire communities, including:</p> <ul style="list-style-type: none"> Development of a volunteer strategy Strengthening support for Community Coordinators Linking to and supporting other community groups and activities 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> Non-Profit Training Pty Ltd (contractor) have been appointed through a tender process for 12 months of Community Planning Facilitation from April 2022 for the delivery of 6 community plans in Inverleigh, Teesdale, Shelford, Dereel, Linton and Napoleons. The contract provides the option of extensions for a further 2 years for the delivery of 6 new Community Plans per year. Inverleigh, Teesdale, Linton and Dereel have completed and submitted previous community plan acquittals which have been received - Officers are currently working with Shelford, Napoleons, Steiglitz/Maude/She Oaks and Batesford in acquitting their most recent plans. A draft Volunteer Strategy has been developed that encompasses actions identified in the Community Planning Action Plan 2021-2024 that's supports community coordinators and community

Action	Progress	Status	Activities Undertaken
			<p>groups and the development of Council's Volunteer Program.</p> <ul style="list-style-type: none"> The Community Development Team have met with towns and Community Coordinators to facilitate discussions about the next round of the Community Planning Program delivery scheduled to start in April.
<p>Provide and link community volunteers to support and funding opportunities available, including through:</p> <ul style="list-style-type: none"> Community Strengthening Grants Program Other grants programs (Government and Agencies) Council programs and initiatives Networks, resources, and links to other volunteer groups 	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> Officers held Community Strengthening Information Sessions across March both online and in person in Bannockburn, Teesdale, Inverleigh, Smythesdale, Linton, Dereel, and Meredith, in the lead up to round one of the Community Strengthening Grants opening April 1st - May 2nd. Officers were invited and attended three community meetings to discuss the program. Following a review of the last round, the Community Strengthening Grants program guidelines, application and assessment processes were updated and simplified to streamline processes for community and provide efficiency in administration of the program. Health, Wellbeing & Youth Funding included: <ul style="list-style-type: none"> \$150,000 Engage! 2022-2024 program with funding from the Department of Families, Fairness and Housing from 01/01/2022 to 31/12/2024. \$106,500 FReeZA 2022-2024 program with funding from the Department of Families, Fairness and Housing from 01/01/2022 to 31/12/2024. \$39,500 VicHealth Local Government Fund. Applied for the Free from Violence Local Government Program 2022-2025 for \$262,500. Applied for \$300,00 for Crime Prevention Program. Applied for \$37,000 for Jumpstart Youth Development through arts programs. Vaccine Ambassadors Program. \$20,000 additional funding from 01/01/2022 to 30/06/2022 to further support community to access Covid Vaccine targeting 3rd vaccine and 5–12-year old's.





1.3.2 Provide and activate spaces and develop opportunities for communities to connect and participate.

Action	Progress	Status	Activities Undertaken
<p>Promote participation and community activities through the provision of a network of Council facilities, including:</p> <ul style="list-style-type: none"> Review and implement policies that promote access to, activation and utilisation of community facilities 	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> To promote access to, activation and utilisation of community facilities, a Community Facilities Activation and Management Review was undertaken and reported to Council in March 2022. Deliverables from this include:

Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Implementation of improved systems and processes, including an online facility booking system A review of the fees and charges model Maintenance and works to ensure facilities are fit for purpose Collection of data and analysis to inform assessment of future community facility needs and/or rationalisation 			<ul style="list-style-type: none"> Researching a number of online booking systems to identify a preferred supplier. Procurement of the SpacetoCo system has been undertaken and implementation has commenced with regular facility users initially. The Fees and Charges model for community facilities has been reviewed and simplified for implementation in Council's Draft Budget process. If adopted, the new fees and charges will be implemented on 1 July 2022. The ongoing maintenance of facilities has included: <ul style="list-style-type: none"> Internal and external painting of Harrison Reserve (Enfield), Linton Recreation Reserve and the Lethbridge Recreation Reserve Cricket Pavilion. The latter also included a flooring upgrade. Ceiling and Asbestos repairs / removal from the Ross Creek Recreation Reserve Community Hall (affected area). Installation of diving door / wall at Woody Yaloak Rec Reserve. Allows space to be separated to support scheduling and bookings. Replacement of air conditioning units at Linton Recreation Bowls. Carpark and trail improvements completed at Lethbridge Recreation Reserve.
Support and empower community volunteers and committees in managing public spaces / places and accessing funding opportunities.	75% Complete 	In Progress	<ul style="list-style-type: none"> Officers supported several Committees of Management to promote AGM's and encourage new members to nominate for available positions. This included updating most of the 23 Management Agreements in place for a further 12 months, whilst we explore a 'Community Subsidies Policy' and review the current service levels and future requirements. Officers progressed a number of design projects in preparation for future funding application and applied for funding to upgrade the Rokewood Netball / Tennis Courts and deliver a new Tracks and Trails Strategy. A funding agreement to upgrade the community facilities at the Rokewood Recreation Reserve was also signed.

1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION

1.4.1 Value and provide inclusive opportunities for residents of all ages, genders and abilities to meaningfully participate in community life.



Action	Progress	Status	Activities Undertaken
<p>Implement the Active Ageing and Inclusion Plan 2020-2024, including the following priorities:</p> <ul style="list-style-type: none"> • Focus on access and inclusion • Supporting residents to maintain independence and remain living safely within their homes • Removing barriers to accessing community and provide capacity building opportunities • Raising awareness of and targeting elder abuse within the community 	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> • AA&I will now regain the lead of the AA&I Internal Working Group to ensure the actions from the plan are being met and communication between departments for collaboration continues. • The external AA&I Advisory group continue to meet to discuss issues, concerns or ideas regarding the community, Service Provision and access around the Shire. • On 22 March, Council resolved to cease in home Aged Care Services. The majority of the AA&I Plan will continue to be implemented as normal, however any item relating to specific State or Commonwealth funding will no longer be reported against from 30 June 2022. A new AA&I team / focus will allow great areas in the plan to be focused on and achieved.
<p>Realise and promote the potential of young GPS residents through:</p> <ul style="list-style-type: none"> • Opening and activation of the Golden Plains Youth Hub including advocacy for new service provision (e.g., Allied Health and outreach youth services) • Youth Development Action Plan • Municipal Early Years Plan • A program of youth activities and events 	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> • Health, Wellbeing & Youth: <ul style="list-style-type: none"> - GPS Youth Hub will have its official opening in April 2022. Minister for Local Government, Shaun Leane, will be in attendance. - Barwon Child, Youth and Family clinician to start at Youth Hub in April 2022. - Youth Development Action Plan for 2022 is currently in development.
<p>Demonstrate leadership on gender equity and promote respectful relationships through partnerships, programs, activities, spaces and education and Council's implementation of the Gender Equality Act 2020.</p>	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> • Health, Wellbeing & Youth: <ul style="list-style-type: none"> - 10 staff were trained as Baby Makes 3 facilitators; a program run in conjunction with MCH which promotes respectful, equal relationships in new parents. - The Council report template was amended to make requirements to undertake gender impact assessments clearer.
<p>Promote and encourage activities that build awareness of gender diversity and support inclusion for LGBTQIA+ communities.</p>	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> • Health, Wellbeing & Youth: <ul style="list-style-type: none"> - Workshop facilitated by Daniel Witthaus was held for GE Champions, focusing on LGBTQIA+ inclusion at a local government level. - Advisory committee to assess Council's Rainbow Readiness status has been established.

STRATEGIC DIRECTION 2:




LIVEABILITY

2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT

2.1.1 Maintaining and improving our road and bridge networks.




Action	Progress	Status	Activities Undertaken
Implement Council's Road and bridge upgrade programs, including: <ul style="list-style-type: none"> Meredith-Shelford Road Widening Annual road renewal projects Intersection upgrades at Garibaldi and Berringa Paddys Gully Road Bridge Replacement Traffic or road safety infrastructure. 	50% Complete 	In Progress	<ul style="list-style-type: none"> Stage 2 Meredith Shelford Road widening 100% complete. Intersection upgrades Garibaldi complete; Berringa planned for next quarter. Triggs Bridge repairs underway.
Advocate for further investment in roads infrastructure, including: <ul style="list-style-type: none"> VicRoads projects Black Spot funding Regional Roads Victoria and other funding opportunities Improvements/duplication of the roads from Bannockburn to the Geelong Ring Road 	25% Complete 	In Progress	<ul style="list-style-type: none"> Blackspot funding approved for 2 projects to commence in 2022 - Craddocks Road and Steiglitz Road. Roads to Recovery program Stage 3 Meredith Shelford Road widening 90% complete. LRCI 2 programs continuing. Phase 3 funding approved for 2022/2023. Bids not successful for Bridge Renewal funding - program to be adjusted.

2.1.2 Advocate and plan for safe pedestrian, cycling and recreation paths and trails that reduce reliance on vehicles.

Action	Progress	Status	Activities Undertaken
Implement path and trail improvements to promote safe, active transport, including: <ul style="list-style-type: none"> Three Trails Project 	80% Complete 	In Progress	Scheduled to be completed by end June 2022.
Implement path and trail improvements to promote safe, active transport, including: <ul style="list-style-type: none"> Safe commuter cycling options Implementation of new footpaths in townships Existing footpath and trail inspections, maintenance, and replacement. 	75% Complete 	In Progress	<ul style="list-style-type: none"> Improved trails works occurred at the Lethbridge Recreation Reserve. This work completes the staged approach to connecting the Reserve to Lethbridge Lake and providing greater walking tracks and connections for community in an effort to encourage physical activity. New footpath in Linton at Primary school complete.
Investigate sites and options to provide or advocate for: <ul style="list-style-type: none"> Pedestrian crossings in townships Safe road crossings at school/school bus drop-off points Shared paths and trails Footpath linkages 	25% Complete 	In Progress	<ul style="list-style-type: none"> Council applied for funding with Sport and Recreation Victoria to develop a new Tracks and Trails Strategy to help guide future investment and direction. Funding announcements are expected in Q4. Planning is complete to renew and extend trails in Haddon. Once funded, this project will connect the Haddon Recreation Centre with the Lions Park and provide a township loop.


Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Rural paths connecting townships, including further investigation of a Teesdale to Bannockburn path 			<ul style="list-style-type: none"> Pedestrian improvements Milton Street planned for next quarter.

2.1.3 Continue to advocate and explore transport options across the Shire.

Action	Progress	Status	Activities Undertaken
Complete and evaluate a Community Transport Trial.	100% Complete 	Complete	Completed December 2021.
Undertake a Shire wide transport study with the Department of Transport (subject to funding).	70% Complete 	In Progress	<ul style="list-style-type: none"> Transport Connections Study progress: <ul style="list-style-type: none"> SMEC awarded as the Consultant. Online survey and community engagement commenced. Project Control Group established.
<p>Advocate to State and Federal Governments for improved public transport infrastructure and connected services, including:</p> <ul style="list-style-type: none"> The extension of Ballarat Bus to Smythesdale More public transport services from Bannockburn to Geelong Re-instatement of train from Bannockburn to Geelong. 	75% Complete 	In Progress	<ul style="list-style-type: none"> Community engagement undertaken on the Golden Plains Transport Connections Study, including a community survey promoted in digital and traditional communications and in-person engagement sessions. Strategic Planning continues to advocate for improved public transport and active transport through the development of structure plans. Most recently these issues were again highlighted as part of the pitching and vision workshop with the VPA regarding the Bannockburn SE PSP.


2.2 SUPPORTING HEALTHY AND ACTIVE LIVING



2.2.1 Provide, maintain and advocate for sustainable and accessible facilities that promote and enable healthy recreation, physical activity, and social connection.

Action	Progress	Status	Activities Undertaken
<p>Implement the Play Space and Sport and Active Recreation Strategies including:</p> <ul style="list-style-type: none"> Development of a Community Subsidy Policy and Capital Works Assessment Tool. Implementing Play Space upgrades and further consult with community regarding the future decommissioning of play spaces at identified sites Maintaining and strengthening relationships, collaborations and actively participating in regional and state recreational and sporting partnerships 	75% Complete 	In Progress	<ul style="list-style-type: none"> Officers continue to implement recommendations within the adopted Council Play Space and Sport & Active Recreation Strategies. The development of an organisational Project Management Framework (PMF) has been progressed and benchmarking of other LGA's Fees and Charges Models was completed. This forms part of the initial steps in reviewing Councils fees and charges within recreation spaces and exploring the development of a 'Community Subsidies Policy'. In Q3, Officers, with the support of community stakeholders, progressed plans to upgrade the Ross Creek Active Play Space Upgrade and Meredith BMX, Skate and Play Upgrade. Improvements were completed at Lethbridge Play Space following storm damage and ongoing maintenance items

Action	Progress	Status	Activities Undertaken
			<p>identified by an external contractor were addressed.</p> <ul style="list-style-type: none"> Golden Plains Shire were represented on the G21 Sport & Recreation Pillar by the Mayor - Cr Gavin Gamble, Cr Brett Cunningham and the Coordinator Recreation & Community Facilities. Officers attended and participated in the Central Highlands / Grampians Community of Practice and Sport & Recreation Victoria Covid Response Working Group.
<p>Prioritise, advocate and plan for upgrades, new community recreational facilities and rationalisation of existing facilities consistent with the principles in the Play Space Strategy, Sport and Active Recreation Strategy and Community and Social Infrastructure Plan, including:</p> <ul style="list-style-type: none"> Facilities that may be appropriate for funding opportunities Growth planning and future provision A diversity of recreation offerings Female friendly and universally accessible facilities Consideration of dog parks Outdoor exercise equipment 	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> Officers successfully applied for funding to upgrade the community pavilion and changerooms at the Rokewood Recreation Reserve. \$3.5 million for the Rokewood Community Hub was provided under the Growing Suburbs Fund to support this project. Officers applied for funding to deliver an upgrade of the Netball / Tennis Courts at Rokewood Recreation Reserve and campaigned for funding to deliver several infrastructure upgrades, including the construction of new netball changerooms at Victoria Park in Bannockburn (since resulting in election commitments of \$690K - both major parties), Lighting Upgrades at the Woody Yaloak Recreation Reserve (\$550K committed by the ALP) and the Linton Oval Upgrade (SRV funding of \$200K and an election commitment of \$750K by the ALP). Council appointed a consultant to develop a new Masterplan for the Woody Yaloak Equestrian Centre and to update the masterplan for the Bannockburn Recreation Precinct. Officers engaged experts to design an Active Youth Space in Inverleigh, inclusive of BMX, Skate and outdoor Basketball Courts. Officers from the strategic planning team reiterated the need for recreation and open space options through recent engagement with the VPA regarding the SE PSP. Also continue to utilise the CSIP and ensure discussions regarding new developments have regard for these needs.

2.2.2 Programs, initiatives, and services to promote optimal health and wellbeing, including physical activity, healthy eating, mental health and social connection.




Action	Progress	Status	Activities Undertaken
<p>Facilitate healthy and active living by supporting low cost, place based recreational activities to promote inclusion, participation, and connection, including:</p> <ul style="list-style-type: none"> Explore establishment of Park Run in the North of Shire Work with clubs, committees and volunteers to deliver 'Come and try days and activation events 	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> Council supported the promotion of 'Active April' and commenced a review of the Active Golden Plains Project. This included a shire-wide survey to help identify current participation barriers and strategies to encourage and increase physical activity. Regional Sports Assembly Sports Central delivered Cardio drumming in Rokewood and Dereel, under the 'Active Golden Plains' banner and our CoM's

Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Promote Premiers Active Victoria campaign Sourcing funding for physical activity initiatives including This Girl Can activities. 			<p>were able to support the delivery of a number of fitness programs within Council Reserves, including GenkiFit and Pickle Ball at the Woady Yaloak Recreation Reserve in Smythesdale, Cardio drumming at the Ross Creek Recreation Reserve and group exercise classes at the Inverleigh Sporting Complex.</p> <ul style="list-style-type: none"> Council supported local clubs to increase female participation and worked in partnership with local stakeholders and governing bodies including the Regional Sports Assemblies and AFL Barwon to facilitate a come and try day on behalf of the Inverleigh Football Netball Club. Support was provided to assist smaller local sporting groups to facilitate events, including Kyokushin in Bannockburn.
<p>Support programs, initiatives and partnerships that promote and advocate for healthy eating and drinking and access to safe, affordable, and nutritious food, including:</p> <ul style="list-style-type: none"> Education to schools, community groups, sporting clubs and workplaces Review and support food security programs, activities, spaces, and measures Supporting community projects that promote food security 	<p>10% Complete</p> 	In Progress	<p>HWB&Y team have planned and scheduled Edible Gardens 3.0 for Q4. There has been strong community interest to date.</p>
<p>Support and build capacity of community groups, clubs, and committees to activate recreation facilities and to provide, promote and advocate for safe and equitable participation opportunities, including:</p> <ul style="list-style-type: none"> Sporting clubs Committees of Management at halls and recreation facilities Men's Sheds Social and interest groups 	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> The Recreation Team facilitated a Sports Forum in Bannockburn, aimed at bringing together representatives at two Regional Sports Assemblies, Federation University, the Department of Women in Sport, nearby LGA's and the following Sporting Bodies: <ul style="list-style-type: none"> AFL Barwon Cricket Victoria Golf Victoria Netball Victoria Tennis Victoria Fisheries Victoria Hepburn Shire Council Maribyrnong City Council Federation University Leisure Networks Sports Central YMCA Geelong <p>The objective was to share ideas and information, discuss current participation numbers and trends, and identify strategies to increase participation in sport and recreational activities across Golden Plains. Follow up meetings with Cricket Victoria and Golf Victoria have occurred, with plans to meet other key stakeholders in the coming Quarter. This work will connect development staff with local clubs and help volunteers with professional support and advice.</p> Officers continue to share professional development and training opportunities with clubs and management entities and have commenced planning for a future


Action	Progress	Status	Activities Undertaken
			volunteer training calendar. Leisure Networks have been engaged to run a series of online training sessions aimed at supporting a post-pandemic return to sport.



2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS

2.3.1 Identify areas across the Shire that balance future urban growth whilst maintaining rural and township character.

Action	Progress	Status	Activities Undertaken
<p>Implement strategic land use planning including:</p> <ul style="list-style-type: none"> Undertaking a review of the Municipal Planning Strategy (MPS) and Planning Policy Framework (PPF) Identifying suitable areas for potential growth through progression of the Bannockburn Growth Plan including the Southeast Precinct Structure Plan Planning for growth in the North of the Shire in alignment with the Northern Settlement Strategy Prepare and implement the Smythesdale and Haddon Structure Plans 	<p>30% Complete</p> 	In Progress	<ul style="list-style-type: none"> Council is partnering with the Regional Planning Hub team to prepare a review of the planning scheme which includes the MPS and PPF. The preparation of the Bannockburn Southeast PSP is well underway as well as consideration of the amendment to rezone the northwest development plan area. Officers are providing advice regarding the expansion of the Bannockburn Industrial Estate which will likely be processed by DELWP's Development Facilitation Program (fast track). Work is progressing on the Shire Wide Settlement Strategy which will allow for the further consideration of growth opportunities in the north of the shire.
Continue advocacy and planning to consider and accommodate for a variety of living options, including maintaining and improving rural and township character and the provision of affordable and social housing.	<p>0% Complete</p> 	Ongoing	Both character and affordable / social housing will be considered in detail as part of the Shire Wide Settlement Strategy.
Manage planning applications, subdivisions and implement planning controls in accordance with the Planning Scheme.	<p>75% Complete</p> 	In Progress	Numbers remaining steady.


2.3.2 Ensure and provide infrastructure to accommodate and service existing and developing communities across the Shire.

Action	Progress	Status	Activities Undertaken
<p>Advocate for and provide new and upgraded infrastructure projects across the Shire including:</p> <ul style="list-style-type: none"> Implementing infrastructure works outlined in Council's Capital Works Program Projects, subject to external funding, including Hendersons Road Bridge, Ross Creek Play and Active Rec Upgrade and Leighdale Equestrian Centre Upgrade Actively seek funding opportunities for infrastructure development and/or renewal. 	<p>40% Complete</p> 	In Progress	<p>A large number of capital projects have been completed in the last 12 months that includes new cricket nets at Lethbridge and Linton Recreation Reserves, Female Friendly Change rooms at Bannockburn Soccer, Changings rooms and social room upgrades to the Inverleigh Recreation Reserve, Bannockburn Skatepark upgrades and many more. Ross Creek works are in progress and tenders have been received for Leighdale Equestrian Centre.</p> <p>Numerous external funding has been secured including funds to advance the Rokewood Community Hub</p>


Action	Progress	Status	Activities Undertaken
			<p>Council has been successful in securing funding for recreation infrastructure through State Government grant applications for Rokewood Community Hub and Change Rooms, Linton Oval Redevelopment and Rokewood Netball/Tennis Courts.</p> <p>Lobbying in the lead up to the Federal election also attracted funding commitments for Woody Yaloak (Smythesdale) Rec Football/Netball Lighting, Bannockburn Netball Change Rooms, Maude Community Hub, the Inverleigh Active Youth Space and a Federal contribution to the Linton Oval Redevelopment.</p>
Ensure infrastructure and services are planned in new communities through social infrastructure planning and implementation of a Development Community Contribution Policy into the Golden Plains Planning Scheme.	30% Complete 	In Progress	<p>Strategic Planning Officers continue to refer to the CSIP and are in the process of finalising a framework for the collection of Development Contributions in Inverleigh.</p> <p>The shire wide Development Contribution Scoping Study options paper will be presented to Council at the June briefing.</p>
Consider planning and rezoning amendments that provide a diversity of land use to support and service liveability and growth including commercial, industrial, rural, and residential land.	30% Complete 	In Progress	<p>A number of amendments are in play as well as pre application discussions regarding the Gheringhap Employment Precinct.</p> <p>The amendment to rezone land adjoining the Bannockburn Industrial Estate is close to being submitted - Development Contributions are being finalised.</p> <p>The Settlement Strategy will ultimately guide growth and development across the shire.</p>

2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES

2.4.1 Provide high quality public spaces and infrastructure.

Action	Progress	Status	Activities Undertaken
<p>Provide and advocate for safe and attractive design to preserve and improve rural and urban character, including</p> <ul style="list-style-type: none"> • Open spaces, parks, and reserves • Streetscapes and drainage • Trees, shade, furniture, and landscaping • Lighting, car parks, signage, and public amenities • Community facilities. 	40% Complete 	In Progress	<p>Discussion occurred with VPA regarding the Bannockburn SE PSP and is an important consideration for all planned development - particularly along Bruces Creek in Bannockburn.</p>

2.4.2 Maintain the amenity and cleanliness of townships, roadsides, and public spaces.

Action	Progress	Status	Activities Undertaken
<p>Service, maintain and renew assets to provide usable and attractive public spaces that support a variety of social and community uses and safety, including:</p> <ul style="list-style-type: none"> • Town maintenance and presentation • Drainage servicing / cleaning • Litter collection • Mowing and grass slashing • Roadside and tree maintenance • Rubbish bins and rubbish removal 	50% Complete 	In Progress	<ul style="list-style-type: none"> • General tree maintenance for park trees, street trees, and roadside vegetation has been occurring as needed. Several storm events increased tree maintenance and clearing workload. • Shire wide roadside slashing program begun prior to fire danger period. • Garbage collection being completed as per nominated service levels. • Grading program on schedule.



Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none">Street sweeping			<ul style="list-style-type: none">Township street sweeping program commenced.

STRATEGIC DIRECTION 3:

SUSTAINABILITY

3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE, AND THE ENVIRONMENT

3.1.1 Ensuring our native vegetation, ecosystems, flora and fauna and old growth trees are healthy and protected.

Action	Progress	Status	Activities Undertaken
<p>Review and implement Council's Environmental Strategy 2019-2027, including:</p> <ul style="list-style-type: none"> • Actions that target preservation, protection and promotion of ecosystems, native vegetation, and fauna • Carry out works in line with Natural Reserves Management Plans 	<p>25% Complete</p> 	In Progress	<p>The systematic review of all actions in the Environment and Sustainability Strategy continues. Q3 Highlights include:</p> <ul style="list-style-type: none"> • Completion of two Ecological Burns, • Receiving an Integrated Water Management grant from the State Government to undertake a Bannockburn IWM Plan, and • The completion of community engagement for the Climate Emergency Plan.
<p>Preserve and protect native vegetation and assess potential environmental impact of developments, including through appropriate land use planning, developer contributions and vegetation offsets.</p>	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> • The Environment and Sustainability Team continues to work closely with the Statutory and Strategic Planning teams to ensure planning work is referred through to safeguard the protection of vegetation and management of environmental impacts. • New development is encouraged to avoid and minimise native vegetation loss. • Strategic Planning are required to complete biodiversity reports for all new developments to ensure native vegetation is adequately identified and avoided wherever possible.



3.1.2 Value, promote and preserve our cultural and natural heritage for future generations.

Action	Progress	Status	Activities Undertaken
<p>Implement initiatives to protect the cultural and natural heritage of Golden Plains Shire, including:</p> <ul style="list-style-type: none"> • Acknowledge and preserve Aboriginal values and culture through partnerships, land management practices and education • Maintain, store and promote the Golden Plains Civic Collection • Connect with community-based historical interest groups • Promote places of indigenous, natural, and historical significance across the Shire. 	<p>75% Complete</p> 		<p>Cultural and Natural Heritage initiatives have included:</p> <ul style="list-style-type: none"> • Development of an indigenous flora education program linked to the Victorian Women's Public Art Program Project (Vera Scantlebury Sculpture) with traditional owners and the Linton Community. • Establishment of a relationship with Mirriyu Cultural Consulting based (Bonnie Chew) in Haddon on cultural heritage and advice on multiple projects. • Meetings to progress work with Historical Societies on partnership projects such as The Victorian Women's Sculpture Project of Vera Scantlebury in Linton, Living Sculptures project with Regional Arts Victoria in Linton and Programming Exhibitions for the spaces at The Well, Bannockburn Cultural Centre and GPSC Offices.



Action	Progress	Status	Activities Undertaken
			<ul style="list-style-type: none"> Officers continue to work with RMIT on the Digital Histories Project and Civic Collection; now called Golden Plains Stories. Development of a Media & Communications Plan has commenced for Golden Plains Stories (3-year plan) and will be rolled out in the coming months.

3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION


3.2.1 Provide sustainable and efficient waste management services.

Action	Progress	Status	Activities Undertaken
<p>Implement the Waste and Resource Recovery Strategy 2020-2030, including:</p> <ul style="list-style-type: none"> Responsive household waste collections services – garbage, recycling Consideration of organics / FOGO services Landfill management and rehabilitation Public/community litter bins and services. 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> Collaborative kerbside collection tender evaluation process is complete. Golden Plains partnered with the Surf Coast and Borough of Queenscliffe to source a new long-term kerbside collection supplier. Work on the rehabilitation of Rokewood closed landfill is in progress, as well as the Teesdale landfill peer review report. The review of waste services (introduction of the FOGO and glass bins) and the Rokewood Transfer Station feasibility study is underway.
<p>Work with regional partners and stakeholders to develop waste minimisation, management and education strategies and to advocate for Regional or State waste improvements and initiatives, such as the Container Deposit Scheme.</p>	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> Development in progress of the Waste Supply Agreement for the RRON project with G21 Councils and Barwon Water. On-going work on the feasibility study for the G21 hub.

3.2.2 Investigate options for the disposal of hard waste and prevention of illegal dumping.





Action	Progress	Status	Activities Undertaken
<p>Promote and review the use and accessibility of services at Council's transfer station.</p>	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> Communication to the community is now complete regarding the Rokewood Transfer Station. Process for the Rokewood Transfer Station feasibility study has commenced. Solar and Battery storage has been planned for installation at the transfer station in Q4
<p>Reduce illegal dumping and contamination of waste streams through the investigation of different approaches to prevention and enforcement.</p>	<p>10% Complete</p> 	In Progress	<ul style="list-style-type: none"> The Waste Communication Plan is finalised. Signs around illegal dumping spots have been installed across the Shire.

3.2.3 Education and promotion of responsible behaviours to reduce waste to landfill.


Action	Progress	Status	Activities Undertaken
<p>Develop and engage with community and businesses on waste reduction strategies and responsible waste disposal options to:</p> <ul style="list-style-type: none"> • Increase recycling and reduce recyclables contamination • Curtail incidents of illegal dumping • Encourage appropriate disposal of hazardous materials 	<p>10% Complete</p> 	In Progress	<ul style="list-style-type: none"> • Health, Wellbeing & Youth: <ul style="list-style-type: none"> - A community education session on cloth nappies is being developed for Q4. - Planting has commenced in the community garden at the Youth Hub. • The sustainability and waste education officer is implementing the Waste Communication Plan.

3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES

3.3.1 Conduct land management practices and behaviours that enable a safe and thriving natural environment.

Action	Progress	Status	Activities Undertaken
<p>Undertake activities that reduce the risk of wildfires and flood events including:</p> <ul style="list-style-type: none"> • Issuing fire prevention notices • Planned burns, fuel reduction, roadside slashing and drainage maintenance. • Community education regarding fire and flood safety, risk mitigation and preparedness for fire and flood events. 	<p>100% Complete</p> 	Complete	Council issued 306 Fire Prevention Notices.
<p>Work with private landowners and businesses to educate and partner in appropriate and sustainable land management, agriculture and natural resource practices.</p>	<p>25% Complete</p> 	In Progress	The Environment and Sustainability Team continues to respond to enquiries from residents about sustainable land management, agriculture and natural resource practices.
<p>Protect the health of waterways and facilitate sustainable water use through implementation of water security initiatives in the Environmental Strategy 2019-2027.</p>	<p>25% Complete</p> 	In Progress	Ongoing work continues with the Barwon and Central Highlands Integrated Water Management (IWM) Forums. Council was successful in its application for a grant to develop the Bannockburn IWM plan.
<p>Undertake pest plant and animal management control programs and community education to target and reduce the prevalence of invasive species in natural systems.</p>	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> • On ground works continue to manage pest plants and animals in public spaces across the Shire. • Work has commenced on planning an Invasive Weeds Management Strategy and Plan.


3.3.2 Support and partner with the community on environmental initiatives.

Action	Progress	Status	Activities Undertaken
<p>Build the awareness and capacity of communities to respond to local environmental issues and to implement sustainable practices including:</p> <ul style="list-style-type: none"> • Connecting and supporting Landcare and environmental interest groups • Community activities and education that promote ownership of sustainability 	<p>25% Complete</p> 	In Progress	Ongoing work with and support of the Environmental Volunteers and Agency network to support volunteers and community groups tackling environmental issues.


Action	Progress	Status	Activities Undertaken
issues and the natural environment, including clean-up days, greening activities and tree plantings			

3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY

3.4.1 Implement approaches to address and mitigate climate change.

Action	Progress	Status	Activities Undertaken
<p>Tackle climate change and its impact on health through:</p> <ul style="list-style-type: none"> Development of an Emission Reduction Action Plan that includes the setting and monitoring of emissions targets and carbon offsets Partnerships, collaboration and engagements to raise awareness and promote whole-of-community planning and engagement on mitigation / adaptation focused activities Investigate approaches to build community understanding and develop actions to prevent, prepare, respond and recover from the impact of climate change and extreme weather conditions including on health and wellbeing Promote, encourage and educate the community on healthy and sustainable food systems, production and practices. 	<p>30% Complete</p> 	In Progress	<ul style="list-style-type: none"> The Climate Emergency Plan is currently under development. Community Engagement was completed, and analysis is underway. Work is ongoing to undertake mitigation measures (reducing our carbon emissions through the Victorian Energy Collaboration, solar installations etc.) and adaptation measures (the Regional Climate Adaptation Strategy for the Grampians was released in December 2021). Ongoing work with the BSWCA will lead to further mitigation and adaptation projects in the region. Conducting a feasibility study for an EV charging station at Meredith.

3.4.2 Promote and encourage the use of sustainable and clean energy and technology.


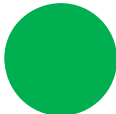
Action	Progress	Status	Activities Undertaken
<p>Scope, and develop projects and initiatives that encourage the use of renewable energy and carbon neutral practices, including:</p> <ul style="list-style-type: none"> Implement sustainable practices into Council's operations to reduce emissions, including the purchase and use of environmentally friendly and clean technology products and solutions Environmentally Sustainable Design of buildings and public infrastructure Consider further sustainable building and energy efficient design requirements in the Planning Scheme Water and energy efficient appliances, practices, infrastructure and retrofit options for Council and community e.g., solar and water harvesting Projects Community education and promotion of clean energy technology and sustainable buildings and practices Advocate for improved infrastructure to support clean energy and green technology including changes to the power grid to accept renewable energy inputs (e.g., household solar, windfarms). 	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> All lights at the Youth Hub have been converted to energy efficient LEDs that are dimmable. Ongoing work with the CEP has identified Environmentally Sustainable Design of buildings and public infrastructure as a priority. The BSWCA is working with the Victorian Greenhouse Alliances more broadly to advocate for Climate Change to be prioritised as part of the Planning Schemes and Victoria's Planning Legislation more broadly.

STRATEGIC DIRECTION 4:




PROSPERITY


4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT

4.1.1 Support the development of young children and their families.

Action	Progress	Status	Activities Undertaken
Plan and provide services, infrastructure and support to enable health, wellbeing and development in early years, including: <ul style="list-style-type: none"> Maternal and Child Health Community Playgroups Early Years Networks Funded Kindergarten Services Family Day Care Services Parenting support groups 	50% Complete 	In Progress	<ul style="list-style-type: none"> Maternal Child Health facilitates ongoing funded Sleep and Settling groups and First-time parent's groups regularly. Maternal Child Health partners with other services to deliver parenting groups when possible (e.g., Circle of Security, Bringing up Great Kids). Supported Playgroups / in home support continues as an ongoing program funded by DFFH and facilitated by Maternal Child Health. Maternal Child Health community playgroups are ongoing.
Plan and advocate for infrastructure to support the introduction of 2 years of funded Kindergarten in 2022 (3- and 4-year-old).	100% Complete 	Complete	<ul style="list-style-type: none"> Children's Services have implemented 5 hours of funded 3yr old kindergarten within all services. Children's Services are currently advocating / planning for infrastructure to support the roll out of 15 hours of funded 3-year-old Kindergarten in 2023.




4.1.2 Enable access to education, learning and skill development through all stages of life.

Action	Progress	Status	Activities Undertaken
Advocate to Government, business and service providers for investment and programs to support education, including: <ul style="list-style-type: none"> School infrastructure and school program funding across the Shire New schools in Bannockburn South and Smythesdale Vocational learning in farming agriculture and mechanical trades. 	10% Complete 		Strategic Planning Officers and the VPA met with the catholic education department regarding the delivery of a primary school in Bannockburn South.
Provide and review the provision of fixed and mobile library services in partnership with Geelong Regional Library Corporation (GRLC).	75% Complete 	In Progress	<ul style="list-style-type: none"> Fixed and mobile library service provision in conjunction with the GRLC has continued despite COVID causing temporary branch / mobile location closures. Review of existing service provisions under the contract is occurring including consideration of new programming options at the Bannockburn Library and reviewing the mobile service locations and infrastructure across the Shire.
Collaborate with learning centres, local groups and activities to promote skill development opportunities including with Emergency Services, Mens Shed's and Interest Groups.	50% Complete 	In Progress	Council conducted Community Fairs in Bannockburn & Smythesdale featuring emergency services displays and promotion with wide media coverage.

Action	Progress	Status	Activities Undertaken
<p>Investigate partnerships with TAFE and higher education providers to service the Golden Plains Shire community, including:</p> <ul style="list-style-type: none"> Course offerings (Course offerings that align with local jobs / industries) Locations within the Shire Transport to learning providers On-line options 	<p>50% Complete</p> 	In Progress	Officers are working on windfarm technician and apprenticeship training programs with Federation University.



4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS

4.2.1 Provide support to local businesses including farms and small business.


Action	Progress	Status	Activities Undertaken
<p>Complete delivery of the Economic Development and Tourism Strategy 2017-2021 and progress development of a new Economic Development, Tourism and Investment Attraction Strategy 2022-2032, including consideration of:</p> <ul style="list-style-type: none"> Support and incentives for small to medium businesses and agriculture Consideration of coaching for social enterprises, home businesses and business start ups Developing relationships with food producers to support access to local produce Identification of new and emerging business opportunities within the Shire 	<p>50% Complete</p> 	In Progress	2022 -2032 strategy under development with stakeholder engagement completed, background report complete, community coordinators engagement planned, and wider community engagement planned.
<p>Support events and activities that promote, showcase and connect local businesses including:</p> <ul style="list-style-type: none"> Determining the future delivery model and Council support for the Golden Plains Farmers and Twilight Markets Business development and regional networking events to build capacity of local business and producers Review support provided to businesses through COVID 19 and avian influenza and consider recovery assistance mechanisms 	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> Support provided to Bannockburn & District Chamber of Commerce. Business Network Events in South and North planned for June 2022. The Golden Plains Farmers' Market continues to connect and showcase local business. Options for the future of the market were presented to Councillors in July 2021 with support to continue the current model at this point in time. Following COVID Safe markets in late 2021 (including the Twilight Market), the easing of restrictions has seen markets conducted in February and March 2022. Planning for two Community Fairs utilising Bushfire Recovery Funding has been undertaken for events occurring in Bannockburn and Smythesdale in April 2022.
<p>Consider opportunities to further support locally based businesses and suppliers through:</p> <ul style="list-style-type: none"> Buy local community campaigns and promotion Council's procurement and tendering processes Promotion and support of healthy and sustainable local food systems Developing a database of all engaged businesses across the Shire 	<p>50% Complete</p> 	In Progress	Implementing Outdoor Activation Grants to include infrastructure sourced locally where possible.

4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS

4.3.1 Support initiatives for local shopping and hospitality businesses.



Action	Progress	Status	Activities Undertaken
Investigate the provision and rezoning of land to attract developers, business and employers including those that provide retail and hospitality opportunities.	30% Complete 	In Planning	The Strategic Planning team are working with the VPA on the Bannockburn South Precinct SP.
Advocate for and implement the Streetscape and town centre improvements that maintain town character and rural appeal, including the Northern Streetscape Improvement Program upgrades at Linton, Scarsdale and Smythesdale.	90% Complete 	In Progress	Northern Streetscape Framework Plan is complete and endorsed by Council. Work will now progress to developing an implementation plan for the associated works within the plan.

4.3.2 Identify and promote activities that attract visitation and tourism.




Action	Progress	Status	Activities Undertaken
<p>Progress and explore actions of the Economic Development, Tourism and Investment Attraction Strategy 2022-2032 including:</p> <ul style="list-style-type: none"> Events that attract visitation such as music and food festivals Activities that promote the Arts and local creative industry, such as open studio programs, arts trail and living sculptures Sites and tourist attractions, including the Three Trails project Participation in the World Heritage Program Alliances and networking opportunities including with Geelong and Bellarine Tourism 	50% Complete 	In Progress	<ul style="list-style-type: none"> Strategy not yet complete but work has commenced with Lethbridge Airport operator to identify tourism programs with potential link to Commonwealth Games. Assisted Austin's Wines with tourism signage and launch event.

4.4 LOCAL EMPLOYMENT AND TRAINING

4.4.1 Assistance and incentives for businesses to provide for local employment.



Action	Progress	Status	Activities Undertaken
Advocate with local businesses, chambers of commerce and employers to target and promote local employment outcomes, including social enterprises.	50% Complete 	In Progress	Ongoing liaison with Bannockburn & District Chamber of Commerce.
Work with partners to deliver short term courses, internships and job training opportunities for ratepayers and residents, including promoting the use of Council facilities.	50% Complete 	In Progress	<ul style="list-style-type: none"> Providing room accommodation for a series of business training workshops and promotion through Council communication channels. Business mentoring services available on an as needs basis. Finalising the Better Approvals Program for inclusion in website.


4.4.2 Deliver initiatives that support local training and job opportunities in Golden Plains Shire.

Action	Progress	Status	Activities Undertaken
<p>Provide Council based opportunities and potential employment pathways for local residents including through:</p> <ul style="list-style-type: none"> Apprenticeships, internships and traineeships Connecting with schools and young residents to promote the diversity of Council activities and career options Council's work experience program. 	<p>25% Complete</p> 	In Progress	Currently on standby, for review and launch in Q3 2023/2024.
<p>Commence operation of the Digital Hub in Smythesdale to enable:</p> <ul style="list-style-type: none"> Improved connectivity, digital literacy and skills within community Access for small business and community to utilise and connect via digital technology 	<p>100% Complete</p> 	Complete	Launched August 2021.
<p>Strengthen communities and provide skill development and participation opportunities through delivery of Council's volunteer program.</p>	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> A Volunteer Action Plan for the next 18 months has been developed and Council Volunteer actions have been progressed under the Community Planning Action Plan for external volunteers. A Volunteer Kick Off event was held on 23 February 2022 for AA&I and Beautify Bannockburn Volunteers at The Heart - 15 volunteers attended to brainstorm their needs and goals for the next 12 months, discuss experiences and challenges in their volunteering roles and provide feedback for Officers to inform planning. The Community Development Team have embedded feedback processes to assist in identifying and determining capacity building requirements for volunteers across the Shire.

4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT

4.5.1 Identify and advocate for investment opportunities, partnerships, projects.

Action	Progress	Status	Activities Undertaken
<p>Develop and implement the Economic Development, Tourism and Investment Attraction Strategy 2022-32 including actions that advocate for:</p> <ul style="list-style-type: none"> State and Federal Government investment Private business/industry investment Innovative, new and value add practices 	<p>50% Complete</p> 	In Progress	Scheduled for completion August 2022.
<p>Advocate for improved digital connectivity for residents across the Shire including better access to the NBN and mobile telephone reception.</p>	<p>50% Complete</p> 	In Progress	Ongoing discussions with NBNC Co Community Engagement officers. Pre-Planning meeting has occurred for scheduled rollout of FTTP at Teesdale.


Action	Progress	Status	Activities Undertaken
Seek to further develop and promote public/private partnership opportunities with businesses including Berrybank Windfarm.	20% Complete 	In Progress	Meeting with Good Dirt Company to explore waste recovery / recycling initiatives. Also, ACTA Adelaide based Company.

STRATEGIC DIRECTION 5:


LEADERSHIP

5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING

5.1.1 Provide timely and effective communications about Council services and activities to community and stakeholders.

Action	Progress	Status	Activities Undertaken
<p>Communicate issues and opportunities with the public across a wide variety of accessible and functional platforms, including:</p> <ul style="list-style-type: none"> Social media Website/s Printed publications Advertising and signage Media activities 	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> Council published informative and engagement communications across its many channels including the website and social media, publication and distribution of the Gazette (Issue 1, 2022), Engage eNewsletter (February and March), eGazette (March), Council News in the Golden Plains Times (13 issues), and Council News in local community newsletters (February and March). The Council stories communicated over this quarter include: Golden Plains Shire Community Awards, Australia Day, Coffee with your Councillors, Councillor Conversation Post, Get Active Golden Plains, Fire Danger Period, Council Budget 2022/23 Engagement, Community Leadership Program, Customer Experience Strategy Engagement, FReeZA and Youth Activation Committee, Climate Emergency Plan 2022-2032 Engagement, Accessible Car Park Works in Teesdale, Roadworks in Garibaldi and Rokewood, Bannockburn Skate Park Upgrade, Franklin Bridge in Napoleons, Bannockburn Entrance Roundabout, Lethbridge Cricket Nets, Funding for Rokewood Community Hub, Funding for Golden Plains Settlement Strategy, Youth School Holiday Activities, Federal Budget - \$1.3 Million for Golden Plains, Future Delivery of Aged and Disability Services, Fire Prevention and Schedule 13 Permits, Community Strengthening Grants - Round One Open, Pet Registration, Tree Safety Removal in Meredith and Move Your Way female physical activity program.

5.1.2 Enhance deliberative engagement to inform and involve community in Council decision making.

Action	Progress	Status	Activities Undertaken
<p>Consult with the community and provide early engagement on Council decisions and issues of local interest, through:</p> <ul style="list-style-type: none"> Development and implementation of the Communications, Engagement and Events Strategy 	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> Council conducted open and authentic community consultation including in-person engagement, digital and print surveys, and public exhibition of key strategies and plans on many important subjects including the Council Budget 2022/23, Climate Emergency Plan 2022-2032, Customer Experience Strategy, Golden Plains Transport Connections


Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Utilisation of the Community Engagement Register, existing Council networks and community groups Planning, providing and promoting direct Councillor engagement opportunities Encouraging community and stakeholder involvement in advocacy campaigns 			<p>Study, Active Golden Plains, Community Leadership Program, and youth programs including FReeZA and Youth Activation Committee.</p> <ul style="list-style-type: none"> The Councillor Engagement 2022 program included the following activities in the third quarter of 2021/22: Coffee with your Councillors with in-person community consultation in Haddon, Cape Clear, Lethbridge, Ross Creek, Berringa, Teesdale, Scarsdale, Meredith and Inverleigh. There was also a Councillor Conversation Post at the Smythesdale Arts and Music Fiesta. Council presented the following opening events involving the community: Bannockburn Skate Park Upgrade, Lethbridge Cricket Facility, Bannockburn Entrance Roundabout, and Franklin Bridge.



5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT

5.2.1 Council will operate in an open and transparent manner.

Action	Progress	Status	Activities Undertaken
<p>Implement good governance and decision-making processes and meet all legislative requirements, including:</p> <ul style="list-style-type: none"> All requirements of the Local Government Act 2020 Council's meeting procedures and Councillor Code of Conduct Reviewing Council's Vision, Mission and Values Reviewing and updating Policies and Procedures Reporting to the community on Council performance and accountability 	Ongoing	In Progress	<ul style="list-style-type: none"> All requirements of the Local Government Act 2020 implementation have been completed, with the final item (Asset Management Plan) to be presented to the Council meeting for adoption 28th June 2022. Full review of Council's Governance Rules underway, to implement amendments made in mid-March 2022 to the Local Government Act 2020. Review of policies including updating or revoking expired policies ongoing.




5.2.2 Ensure responsible and sustainable financial, asset and risk management.

Action	Progress	Status	Activities Undertaken
<p>Implement policies, processes and initiatives that deliver long-term financial sustainability, including:</p> <ul style="list-style-type: none"> Develop and adopt the 10-year Financial Plan and the Revenue and Rating Plan Implement a new property and rating system The review and implementation of procurement policies and procedures Identification of additional sources of revenue and efficiencies 	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> A 10-year Financial Plan was developed and adopted at the October 2021 Council Meeting. Revenue and Rating Plan was developed and adopted at the June 2021 Council Meeting. New Property and Rating system implementation is in progress and is part of the Council First implementation with a target date of 30 September 2022. Review and implementation of procurement policies – last completed and adopted by Council in October 2021 and will occur again in October 2022. Identification of additional sources of revenue is an ongoing issue and involves a number of other departments.


Action	Progress	Status	Activities Undertaken
<p>Manage Council and community assets, including:</p> <ul style="list-style-type: none"> Adoption of the Asset Plan in accordance with the Local Government Act 2020 Implementation and population of the Assetic software system Consider the findings and implement actions arising from the Community and Social Infrastructure Plan Planning and budgeting for asset maintenance, renewal programs and regular asset condition audits Consider the removal of low value or end of life assets 	<p>25% Complete</p> 	In Progress	Asset Plan community engagement is complete and on track to be adopted by EOFY 21-22.
Further develop and implement Council's Risk Management Framework and ensure all key risks have been measured and adequately controlled.	<p>15% Complete</p> 	In Progress	<ul style="list-style-type: none"> Insurance review process underway to review Council's insurance portfolio against current risks. Risk assessment template tool developed. Risk phase included in project management framework for identification, analysis and management of project risks. Full review of risk register planned.

5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE

5.3.1 Council service delivery is efficient and responsive to the needs of the community.


Action	Progress	Status	Activities Undertaken
Improve the customer experience and build commitment and accountability to service standards and timely responsiveness through the development of the Council Customer Service Strategy.	<p>100% Complete</p> 	Completed	Strategy adopted and now implemented. Next steps are working through the action plan of the strategy.
<p>Seek opportunities to streamline and improve Council's ICT systems and processes, including:</p> <ul style="list-style-type: none"> Digital transformation and upgrades Knowledge management and collaboration Reviews of systems processes and services. New technology options and solutions to meet service and customer needs, including better information flow and updates of the Customer Request Management System (CRMS) 	<p>20% Complete</p> 	In Progress	
Provide a suite of customer-friendly resources to inform and educate the community and build understanding of regulations, Council service requirements and processes.	<p>0% Complete</p> 	Not Started	Forms and resources will be reviewed post implementation of CouncilFirst.


5.3.2 Provide for a safe working environment and develop a productive and skilled workforce.

Action	Progress	Status	Activities Undertaken
<p>Implement People and Culture and organisational development activities, including:</p> <ul style="list-style-type: none"> • Workforce planning • Attraction and retention of employees • Upskilling and providing growth opportunities to staff • Further activities to embed and promote the organisational Vision and Values • Workplace Health and Safety procedures and wellbeing initiatives for a productive and healthy workplace • Regular staff workplace surveys 	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> • Workforce Plan was completed in December 2021. Ongoing work to review and implement. • Attraction and retention of employees work is ongoing (Review of approval processes, review of job advertisement template, review of recruitment process and commenced development of Aurion recruitment module to transition in August / September. Commencing EVP project in June). • Upskilling and providing growth opportunities to staff work is ongoing with Capability Framework and L&D Framework completed to support a proactive approach to staff development, aligned to Council Vision and Council Plan. • Further activities to embed and promote the organisational Vision and Values work is ongoing. Review of the Values Champions roles, including communication with the organisation, launch of various projects and identification of future projects. • Workplace Health and Safety procedures and wellbeing initiatives for a productive and healthy workplace work is ongoing; most recently with coordination of free Health Monitoring for Operational Staff (including health checks), and further training for Mental Health First Aid. • Regular staff workplace surveys is ongoing. Most recent survey sent out early June 2022. Community Services Pulse Check Surveys carried out as an 8-week trial from February – May 2022.

5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE

5.4.1 Plan, consult and review the priorities of the community to continue actioning and progressing the Golden Plains Community Vision 2040.

Action	Progress	Status	Activities Undertaken
<p>Continue planning, engaging and analysing information to determine the future service provision and infrastructure needs, and deliver responsive and innovative solutions for the Golden Plains community.</p>	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> • Planning of future service provision and infrastructure needs was a key focus of the Community Services and Infrastructure Plan work that was completed and provided to Council in August 2021. • Applications for the Rokewood Netball / Tennis Courts and development of a Tracks and Trails Strategy were submitted to SRV on 7 February 2022. • The Growing Suburbs Fund application (\$3.5M) for the Rokewood Community Hub was announced as successful in February 2022. • Kindergarten Infrastructure Services Planning negotiations with Department of Education and Training has continued including planning for future Funded Kindergarten facilities to cater for

Action	Progress	Status	Activities Undertaken
			additional supply / demand gaps and the implementation of Funded Three-Year-Old Kindergarten.
<p>Lead and partner with community and stakeholders on advocacy campaigns, including through</p> <ul style="list-style-type: none"> • Scoping and development of priority projects • Seeking investment, funding and partnerships for identified community priorities • Representation on networks and regional alliances to connect on regional priorities (e.g., G21, MAV, Central Highlands, Peri-Urban Group of Rural Councils) • Liaising and connecting with members of parliament, Government departments, businesses and service providers 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> • Council supports Landcare and other environmental groups through the community strengthening grants program and actions on Council Reserves where groups and Council interests align. • Council is working to build the awareness and capacity of communities to respond to local environmental issues through the upcoming Climate Emergency Plan. Engagement for the Climate Emergency Plan commenced in March 2022. • Council's Waste Communications Plan, which is designed to support residents around waste reduction practices, commenced in late March 2022.



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CUSTOMER SERVICE HOURS

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The Well, Smythesdale

8.30am to 5pm, Monday to Friday

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