



COUNCIL PLAN 2021-2025

QUARTERLY PROGRESS REPORT
Q4: APRIL — JUNE 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	Summary of 2021-22 Year
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: <ul style="list-style-type: none"> Dumping Vandalism Property damage 	75% Complete 	In Progress		The CCTV Steering Committee has met a number of times and discussed Community Safety and the potential use of CCTV. Golden Plains Shire Council, as per data from 2021, has the lowest crime rate per capita. The discussion regarding installing CCTV is still continuing however council will look at other measures and work with Victoria Police to address some behaviours. This may include hardening of current assets and installation of cameras on Council buildings.
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: <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 	100% Complete 	Complete	<ul style="list-style-type: none"> Council awarded a contract to Barwon Child, Youth and Family to provide generalist mental health services across the Shire. The service now has 6 locations - Bannockburn, Dereel, Meredith, Rokewood (x2) and Inverleigh. Since March 2022, over 50 people have accessed the service. Orange Door commenced providing services in Bannockburn in May 2022. Uniting provided mental health support services in Smythesdale. 13 community members accessed this service in Q4. A partner planning and evaluation forum was held in 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. 40 key stakeholders attended. Continued attendance at the Central Highlands Elder Abuse Prevention Network - Community of Practice as well as informing clients and Social Support Groups of International Day of Elder Abuse, to inform them of support services that are available. Further information was circulated to the AA&I team to better inform ground staff around how to identify and support those at risk of or enduring Elder Abuse. 	<p>Council has partnered with several mental health service providers to provide mental health services to the community of Golden Plains. These include Barwon Child, Youth and Family, Uniting and Orange Door. 8 locations have been established to date, with an additional outpost at the Golden Plains Youth Hub to provide services for young people. Extensive collaboration was also undertaken with key stakeholders across Golden Plains to review the Municipal Public Health and Wellbeing Plan actions for years 2, 3 and 4 to ensure they were still relevant to community needs.</p> <p>Council have continued to focus on the relationship with Ballarat Community Health to ensure regular attendance of the Elder Abuse Network is upheld to better inform staff and create pathways, partnerships and offer support across the Shire.</p>


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

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
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: <ul style="list-style-type: none"> Municipal Emergency Management Plan Municipal Recovery Plan Fire Prevention Plan Local Laws 	100% Complete 	Complete	<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 focusses on all hazards. A draft fire plan has been completed with the CFA. The Local Law and Domestic Animal Plans have been approved and parts of the Plan are being implemented. Council has been successful in a grant for a Bushfire Resilience Officer to work closely with the community to build resilience in 	<ul style="list-style-type: none"> New Municipal Emergency Management Plan completed. New Local Laws completed. New DAMP completed. Council has been successful in a grant for a Bushfire Resilience Officer to work closely with the community to build resilience in areas of high and extreme bushfire risk.



Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<ul style="list-style-type: none"> Domestic Animal Management Plan Recovery assistance for community in response to the COVID 19 pandemic Assessing and responding to health impacts 			areas of high and extreme bushfire risk.	
<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. 	100% Complete 	Complete		Golden Plains Shire Council continue to chair the MEMPC which brings all EM agencies together to discuss new and emerging risks in the shire.

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	Summary of 2021-22 Year
<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 Establishing and maintaining a Council Working Group to drive governance and implementation of the RAP 	100% Complete 	Complete	<ul style="list-style-type: none"> Endorsement of Council's Reflect RAP under the Reconciliation Australia accreditation process was confirmed on 20 June 2022. The RAP Working Group and Council units continue to promote positive working relationships and build understanding and connection to indigenous culture. Bonnie Chew from Mirriyu conducted a Cultural Heritage talk with GPSC Staff in the Council Chambers and in Smythesdale with Woody Yaloak Historical Society. National Reconciliation Week (NRW) activities were held from 27 May - 3 June 2022 in Early Year's facilities and in partnership with Golden Plains Youth Hub and Geelong Regional Library Corporation (including mobile library). Council's RAP Working Group continue to drive governance and implementation of the RAP and met in May 2022 to progress RAP actions. Actions for NAIDOC are planned for implementation in early July. 	<ul style="list-style-type: none"> A Terms of Reference was adopted for the RAP Working Group. A draft Vision for Reconciliation was adopted, undertaking culturally respectful consultation with council staff and traditional owners, both Wadawurrung and Eastern Maar, aligned with Reconciliation Australia's RAP requirements and processes, and establishing base line values and aspirations relating to reconciliation. The RAP working Group ensured adequate time had been given to develop objectives and actions under the plan that are meaningful, transparent and achievable and cultural safety and competency had been provided throughout the process. The RAP was formally endorsed by Reconciliation Australia on 20 June 2022. The RAP working group have achieved over 2021/2022; <ul style="list-style-type: none"> Identification of cultural training needs for the organisation and staff. Development of a cultural library for staff that includes adult and children's books to assist in development and learning. Established strong relationships and regular consultation with Traditional Owner Groups. Established partnerships on projects with Aboriginal and Torres Strait Islander expertise, artists and contractors. The RAP working group will continue in its governance role moving into the 2022/2023 financial year to supports with key stakeholders with deliver of actions.

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

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
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.	The Arts, Culture and Heritage Strategy was developed, and the Draft Strategy was presented to Council in September 2021 for public exhibition. Following the public exhibition period, it was presented back to Council and adopted in November 2021. The Strategy provides actions and deliverables under the four objectives of Creative Communities, Our Stories, Our Spaces and Places and Toward a Creative Economy.
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 	100% Complete 	Complete	Officers have mapped actions against the Arts, Culture and Heritage Strategy for delivery in 2021/2022 and continued with activities including: <ul style="list-style-type: none"> Blink Dance Theatre. Secret Dances workshop in Meredith. Progression of Golden Plains Stories project with RMIT with development of website and content with local historical societies. Progression of the Living Sculptures Project at Edinburgh Gardens in Linton with engagement of artists and Wadawurrung expertise. Consultation / engagement and co-design of the sculpture has occurred with the community. The launch of the Regional Women in Sculpture program. The concept and design of the Vera Scantlebury sculpture (local WWII Surgeon from Linton) has been finalised with Artist Lucy McEachern and the Linton Historical Society. Officers continue to build and strengthen relationships with key stakeholders and creative artists across the Shire. Further development of relationships and collaboration on projects / activities is continuing with Linton Historical Society, Meredith Historical Interest Group, Inverleigh Historical Society and Woody Yaloak Historical Society. 	<ul style="list-style-type: none"> Following the public exhibition and consultation process the Arts, Culture and Heritage Strategy was formally endorsed by Council in November 2021. Officers have continued to map and deliver actions against the Arts, Culture and Heritage Strategy across the year though key projects such as; Golden Plains Stories, Living Sculptures Project, The Vera Scantlebury Sculpture and Gardens Project and more. Digitising of the Civic Collection has been completed including an audit. Officers have strengthened relationships and have been able to collaborate on projects with key stakeholders such as GP Art Inc, local artists and historical societies.


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


Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
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 	100% Complete 	Complete	<ul style="list-style-type: none"> Golden Plains Farmers' Markets were conducted in April, May and June 2022. Two Community Fairs utilising Bushfire Recovery Funding were undertaken in Bannockburn (at the Farmers' Market) and Smythesdale in April 2022. The May 2022 Farmers' Market was significantly impacted by strong winds and inclement weather. Youth activities and events were held during the April and June school holidays and during term 2. 374 young people participated in the program. Council's Community Leadership Program concluded in Q4 which aimed to improve mental wellbeing through increased community participation and inclusion. 10 community members participated in this program. Reconciliation Week activities were delivered in conjunction with key partners Geelong Regional 	<ul style="list-style-type: none"> Council's Community Leadership Program was extremely successful and culminated in the development of 3 community projects which will be delivered in the 2022-2023 financial year. These are: The Bunjil Lookout Creating Gathering; Lethbridge Primary School Breakfast Club; Intergenerational Woodworking. The Golden Plains Youth Hub opened in April 2022 and was home to the delivery of many successful youth programs for Q4. 286 young people attended programs that were based at the Youth Hub. A further 88 young people attended youth development programs that were held in Dereel, Haddon and Smythesdale.

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
			<p>Libraries Corporation and the Youth Hub. Activities included Indigenous Story Time at both the Bannockburn Library and Mobile Library across the week for Schools, Kinders and the general public. Cultural Heritage Talks with local Wadawurrung Bonnie Chew, Mirriyu Consulting Services, were held in Smythesdale with Woody Yaloak Historical Society.</p> <ul style="list-style-type: none"> • Council's AA&I Social Support team delivered 6 outings this quarter to the group members, these were held twice a month with 3 being in Geelong and 3 being in Ballarat. In April there were 26 participants, May had 26 and June had 28. The entire quarter saw 80 community members coming together to enjoy some social time with one another. • Council's AA&I team and Health, Wellbeing & Youth team hosted 'Get Active Golden Plains' from April 4 to May 15. This program was designed to increase physical activity within the Golden Plains community, with activities ranging from tai chi and yoga to Zumba and salsa dancing. Activities were held in Bannockburn, Dereel, Haddon, Inverleigh, Meredith, Smythesdale and Teesdale. A total of 17 classes were held across the Shire with 50 participants in attendance across the board. • AA&I also delivered the Seniors Week Event to celebrate the Shires Seniors after the last event was cancelled in October 2021. It was an afternoon of singing, laughter and lots of toe tapping thanks to the performance of Aussie band Me 'N Me Mates. The 37 attendees had a fantastic time and were very appreciative of being able to get out of the house and spend the afternoon socializing with one another once again. • In the fourth quarter of 2021/2022, Council presented the following events: <ul style="list-style-type: none"> ◦ Launch of the Volunteers in Action exhibition was presented during National Volunteer Week. ◦ ANZAC Day commemoration events across the Shire. ◦ Opening events involving the community for: Inverleigh Club Rooms Upgrade, Linton Cricket Nets, Golden Plains Youth Hub, Bannockburn Soccer Pavilion Upgrade, Inverleigh Change Rooms Upgrade. 	


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	Summary of 2021-22 Year
<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 	<p>100% Complete</p> 	Complete	<ul style="list-style-type: none"> • Officers in conjunction with Non-Profit Training (contracted Facilitator) are currently revising and developing the Community Planning Information Pack and Toolkit, including rebranding in line with current corporate communications. 	<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

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<ul style="list-style-type: none"> Strengthening support for Community Coordinators Linking to and supporting other community groups and activities 			<ul style="list-style-type: none"> Officers have assisted Shelford to finalise their previous acquittal. The Inverleigh, Teesdale and Shelford communities are undertaking their community consultation and engagement with mentoring from Non-Profit Training. Research into volunteer models and national standards is currently being undertaken in the development of the Volunteer Action Plan. National Volunteers Week was successfully delivered, engaging volunteers in a lunch with guest speakers at the Bannockburn Cultural Centre. The "Volunteers in Action" photography exhibition and Volunteer online training called "Maximise Your Reach" with Non-Profit Training was made available to community and Council volunteers. 	<p>extensions for a further 2 years for the delivery of 6 new Community Plans per year.</p> <ul style="list-style-type: none"> National Volunteers week was successfully delivered, engaging volunteers in a lunch with guest speakers, The "Volunteers in action" photography exhibition and Volunteer online training called "Maximise Your Reach" with Non-profit training available to community and council volunteers. A Volunteer Action Plan is in its infancy stages of development. Consultations with key areas of council relating to volunteer opportunities and management has been undertaken, research into the national standards for volunteering will also be embedded into the plan.
<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>100% Complete</p> 	Complete	<ul style="list-style-type: none"> Officers completed the 2022 Community Strengthening Grants Round 1 assessments. Total project funding of \$78,346 was approved and presented at the June 2022 Council Meeting. Council received 18 applications with one application ineligible and 17 applications successful. Council received 4 applications to the Community Safety stream with total request of \$21,073 in funding, six applications to the Creative Community stream with a total request of \$38,533 in funding, four applications to the Environment and Sustainability stream with a total request of \$14,394 of funding, and four applications to Healthy and Active Living stream with a total request of \$13,145 in funding. Funding was allocated from the 2021/2022 grant funding budget by Council to 3 projects under Council's Community Leadership Program run by the Health and Wellbeing Team. The three projects were allocated a total of \$7,500 (\$2,500 each) towards the projects, Bunjil Lookout Creative Gathering, Sharing Woodworking Skills Across Generations, and Breakfast Club at Lethbridge Primary School. Berrybank Windfarm grant funding guidelines were developed and an EOI process was advertised and undertaken for community participation on the assessment panel for the first round to be held in September. Council's Health, Wellbeing & Youth team secured \$300,000 funding for the Crime Prevention Innovation Fund from the Department of Justice and Community Safety, and \$2,000 Youth Fest funding from the Department of Families, Fairness and Housing. 	<ul style="list-style-type: none"> Council successfully delivered two Community Strengthening Rounds across the 21/22 financial year with a total of 41 applications received, 33 eligible and successful projects were funded. Under the four funding streams available under the program the most subscribed stream was Healthy Active Living (15), Creative Communities (8), Environment and Sustainability (6) and Community Safety (4). A total of \$600,000 was successfully applied for during 2021-2022 to deliver Health, Wellbeing and Youth programs. Funding was also allocated from the 2021/2022 grant funding budget by council to 3 projects under Council's Community Leadership Program run by the Health and Wellbeing Team. The Three projects were allocated a total of \$7500 (\$2,500 each) towards the projects, Bunjil Lookout Creative Gathering, Sharing woodworking Skills Across Generations and Breakfast Club at Lethbridge Primary School. Berrybank Windfarm grant funding guidelines were developed and EOI process advertised and undertaken for community participation on the assessment panel for the first round to be held in September.


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




Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<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 	<p>100% Complete</p> 	Complete	<ul style="list-style-type: none"> A report went to Council in early 2022 regarding the review of the fees and charges and changes to promote access to, activation and utilisation of community facilities has now been implemented with the fees updated and simplified 	<p>Following a detailed benchmarking exercise and analysis of several online booking platforms, Council determined to engage and utilise the SpacetoCo platform. This platform is user friendly, improves invoicing and financial management processes and provides</p>

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<p>to, activation and utilisation of community facilities</p> <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 			<p>throughout the Council Budget process.</p> <ul style="list-style-type: none"> Implementation of the SpacetoCo Online Booking System has been undertaken in the past 6 months and is now completed. All Council managed Community Centres bookings are now managed via this platform. Moving forward, opportunities to include Community managed spaces on the platform will also be explored. Collection of data and analysis to assess community facility usage and future is enabled through implementation if this platform. The ongoing maintenance of facilities has been included: <ul style="list-style-type: none"> Car park and trail improvements completed at Lethbridge Recreation Reserve Exterior Painting of Wooden Surfaces at the Well Courtyard Refurbishment / Upgrade at Bannockburn Cultural Centre 	greater utilisation reports to help track facility usage.
<p>Support and empower community volunteers and committees in managing public spaces / places and accessing funding opportunities.</p>	<p>100% Complete</p> 	Complete	<ul style="list-style-type: none"> Non-Profit Training delivered two capacity building sessions to community volunteers around creating a volunteer plan and maximising your reach in promoting volunteer opportunities. The Recreation & Community Facilities Team developed an online workshop aimed at volunteer training and retention and has engaged Leisure Networks to develop a training program for 22/23 financial year. This will include 5 sessions focusing on a broad range of topics specific to community managed clubs and groups and committees managing public facilities. 	

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	Summary of 2021-22 Year
<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>100% Complete</p> 	Complete	<ul style="list-style-type: none"> The Internal Active Ageing & Inclusion group came together to review the current actions that are outstanding in the plan and ensure that staff coverage from all relevant departments is up to date so there are no gaps with actions and success of the plan. Further discussions to be had at the upcoming meeting next financial year around accountability and collaboration to ensure every action to date is completed or in progress. All meeting dates have been sent out to relevant staff for the 22/23 year. The external AA&I Advisory group met twice during this quarter, with an estimated 8 attendees / participants per meeting. They were kept up to date with the Aged Care Reform progress in April at the Smythesdale Hub and at the June meeting in Bannockburn, were introduced to the new AA&I structure that will begin 01 July 2022. The group met the Access and Inclusion Officer who will be 	<ul style="list-style-type: none"> Overall, the AA&I Plan remained a core focus both internally and externally with bimonthly meetings adhered to for both cohorts ensuring accountability and actions were upheld. With Council's decision on March 22nd to cease in home Aged Care Services. Majority of the AA&I Plan will continue to be completed as normal, however any item relating to specific State or Commonwealth funding will no longer be reported against from June 30th, 2022. Planning will occur in July/August for the newly structured team and the next 12 months will be mapped out to reflect actions from the AA&I Plan, Council Plan and Municipal Health & Wellbeing Plan.



Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
			taking the lead on advocacy around the Shire moving forward.	
<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>100% Complete</p> 	Complete	<ul style="list-style-type: none"> The Golden Plains Shire Youth Hub was officially opened in April 2022. 60 people attended the opening. Barwon Child, Youth and Family Alcohol & Other Drugs clinician started at the Golden Plains Youth Hub. Youth Development Action Plan for 2022 is currently in development. 	<ul style="list-style-type: none">
<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>100% Complete</p> 	Complete	<ul style="list-style-type: none"> Workshop facilitated by Michael Hail was held for Council's Gender Equity Champions, focusing on the Man Box research and its implications, as well as how to engage men in gender equity conversations and what steps can be taken to promote healthier masculinities. An assessment of the current extent of LGBTQ+ inclusiveness within Golden Plains Shire Council was undertaken. Council celebrated and acknowledged IDAHOBIT Day with a morning tea held for staff with guest speaker Sean Mulcahy who spoke about LGBTQIA+ inclusion. The Civic Centre was lit up in rainbow colours and the Youth Development team visited the Bannockburn P-12 College and handed out rainbow pins. The Golden Plains Pride Group was hosted at the Youth Hub for a Rainbow celebration. Baby Makes 3 was implemented during Q4. 2 sessions were held in Bannockburn and Smythesdale with 12 couples participating in the program. Council report templates have been amended to make requirements to undertake gender impact assessments clearer. 9 policies, programs and services have been screened for gender impact assessments, with 5 having a full gender impact assessment undertaken with recommendations noted for further action. 	<p>Council has developed and delivered several programs to promote respectful relationships and facilitate leadership on gender equity. This has been done through the development of strong partnerships to assist Council's implementation of the Gender Equality Act 2020.</p>
<p>Promote and encourage activities that build awareness of gender diversity and support inclusion for LGBTQIA+ communities.</p>	<p>100% Complete</p> 	Complete	<p>LGBTQIA+ program delivered at Bannockburn College in conjunction with Youth Development. An average of 8 young people attended each session.</p>	<p>Council has developed and delivered programs in partnership with other organisations to support inclusion for gender diverse and LGBTQIA+ communities. These activities have included the upskilling of staff to facilitate awareness of these communities as well as the development of a Pride Group for LGBTQIA+ young people.</p>

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	Summary of 2021-22 Year
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. 	100% Complete 	Complete	Council's Road and Bridge upgrade programs for 2021-2022 are completed. <ul style="list-style-type: none"> • The following works were completed in Q4: • Triggs Bridge renewal works; • Staffordshire Reef Road / Don McLeans Road intersection upgrade; and • Gravel road re-sheeting program completed. 	Projects completed in the 2021-2022 Road and Bridge programs included: <ul style="list-style-type: none"> • Meredith-Shelford Road widening stages 1 to 3; • Road Sealing program; • Slate Quarry Road Bridge replacement; • Reserve Road Bridge Replacement; • Paddys Gully Road Bridge replacement; • Triggs Bridge renewal works; • Hardies Hill Road / Mt Mercer Road, Garibaldi intersection upgrade; • Staffordshire Reef Road / Don McLeans Road, Berringa intersection upgrade; • Gravel road re-sheeting; • Bridge guardrail program.
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 	100% Complete 	Complete	<ul style="list-style-type: none"> • Blackspot program completed: Craddocks Road and Meredith-Steiglitz guardrail installation. • Council were unsuccessful in the Round 6 Federal Bridge Funding program. \$500k contribution to Pollocksford Bridge upgrade jointly with Surfcoast. 	<ul style="list-style-type: none"> • Projects completed in the 2021-2022 Blackspot program included Craddocks Road and Meredith-Steiglitz guardrail installation. • VicRoads projects delivered included: Clyde Road / Geelong Road Roundabout construction; road safety improvements on the Hamilton Highway Murgheboluc; Road widening Colac-Ballararat Road; Road repairs Lismore-Cressy Road. • Council were unsuccessful in the Round 6 Federal Bridge Funding program. \$500k contribution to Pollocksford Bridge upgrade jointly with Surfcoast.

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	Summary of 2021-22 Year
Implement path and trail improvements to promote safe, active transport, including: <ul style="list-style-type: none"> • Three Trails Project 	90% Complete 	In Progress	The Three Trails Project is substantially progressed with most surface works and installations complete. Gateway and township signage has been manufactured and installation confirmed for completion second week of July 2022. Marketing strategy, promotional videos and communications plan being developed for implementation Quarter 1 2022/23.	The activities undertaken during the past 12 months have substantially improved the Three Trails. The project will deliver a notable tourism asset that can be promoted throughout our region and to trail interest groups all over Australia, attracting visitors from the fast-growing recreational trails tourism sector.
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. 	100% Complete 	Complete	New footpaths completed in Lethbridge, Linton and Haddon.	Projects completed in the 2021-2022 paths & trails programs included: <ul style="list-style-type: none"> • Installation of new bus shelter in Haddon and Geelong Road, Bannockburn; • New footpath at Linton Primary School; • New footpaths Lethbridge, Linton and Haddon.


Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
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 Rural paths connecting townships, including further investigation of a Teesdale to Bannockburn path 	100% Complete 	Complete	<ul style="list-style-type: none"> Pedestrian Crossing on Milton Street installed. Upgrades completed on entrances to Recreation Reserves in Linton and Rokewood. 	<p>Projects completed in the 2021-2022 Road safety programs included:</p> <ul style="list-style-type: none"> Pedestrian Crossing on Milton Street; Speed sign reviews and reduced limits on Blackall / Dog Rocks Road Batesford, Common Road Inverleigh, Harvey Road, Slate Quarry Road, Russells Bridge Road, Farley Road Dereel, Cemetery Road Inverleigh; Annual line marking program; Upgrades to entrances to recreation reserves in Linton and Rokewood completed

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

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
Complete and evaluate a Community Transport Trial.	100% Complete 	Complete	Completed in Q2.	
Undertake a Shire wide transport study with the Department of Transport (subject to funding).	75% Complete 	In Progress	The Transport Connections Study remains in progress, as SMEC work towards completing the report. At this stage, the draft report will be finalised in August and presented at Council briefing. The final report will be received from SMEC in September and submitted to the Department of Transport.	<p>The Transport Connections Study is currently in accordance with timelines, with SMEC leading the Community Consultations through online forums, face to face opportunities in Bannockburn, Inverleigh, Meredith, Smythesdale, Linton and at the Youth Hub to gain a range of ideas, input and suggestions. The focus groups followed, as did the staff consultations.</p> <p>SMEC are now collating the data ready to submit a draft to Council and present at a Council meeting prior to the final report being submitted in September.</p>
Advocate to State and Federal Governments for improved public transport infrastructure and connected services, including: <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. 	100% Complete 	Complete	On 1 June, the Victorian Liberal Party made an election commitment to extend the public bus network from Ballarat to Smythesdale and Haddon, if the Coalition wins the State Election on 26 November.	


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	Summary of 2021-22 Year
Implement the Play Space and Sport and Active Recreation Strategies including: <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. 	100% Complete 	Complete	<ul style="list-style-type: none"> In Q4 Council completed the Linton Play Space Upgrade, Bannockburn Soccer Changerooms fencing and lighting project and commenced works on the Ross Creek Play Space and Active Recreation Upgrade. Council commenced planning for the development of the Smythesdale Sub-Regional Play space, the development of an Active Youth Space in Inverleigh and the upgrade and construction of the Meredith Play Space, Skate Park and BMX track. As part of a coordinated effort to improve supporting amenities, landscaping and access at Council Recreation Reserves, Council 	<ul style="list-style-type: none"> Council continued to implement recommendations and actions from both the Play Space Strategy and Sport and Active Recreation Strategy. Specifically, Council completed upgrades of: <ul style="list-style-type: none"> Harrison Reserve Play Space, Enfield Linton Recreation Reserve Play Space Bannockburn Skate Park Bannockburn Bowls Club Green 2 Inverleigh Sporting Complex Pavilion and Changerooms Bannockburn Soccer Facility Changeroom and Pitch 2 fencing and lighting

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
			completed beautification works at Lethbridge Recreation Reserve, including car park upgrades, landscaping improvements and internal pathing connections.	<ul style="list-style-type: none"> ○ Bannockburn Safety Netting ○ Lethbridge Cricket Nets ○ Linton Cricket Nets • Work to update Council Masterplans was also undertaken, with the Woody Yaloak Equestrian Centre Masterplan developed. The final draft will be presented early in the 2022/23 financial year. • At this time, a Community Subsidies Policy has not been completed, but Council did complete a benchmarking exercise and commence planning for this project. A detailed data collection process forms part of the next steps, alongside a thorough and well-planned community consultation piece. • A draft play space consolidation framework has been developed to help plan and guide the decommissioning of play spaces across the Shire but is yet to be adopted by Council. • Council continued to build on its working relationships with key stakeholders, especially regional contacts and offices. This was best demonstrated when we hosted a regional sports forum in Bannockburn, which was attended by a number of State Sporting Associations, nearby LGA's and the Office for Women in Sport. Council was also represented on the G21 Sport & Recreation Pillar and Central Highlands Community of Practice.
<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>100% Complete</p> 	Complete	<p>In recent months, Council has successfully advocated for or is applying for the following funding opportunities to deliver future projects:</p> <ul style="list-style-type: none"> • Bannockburn Netball Pavilion Upgrade • Rokewood Community Pavilion Upgrade • Rokewood Netball & Tennis Court Upgrade • Inverleigh Active Youth Space • Woody Yaloak Recreation Reserve Lighting Upgrade (to be submitted in July 2022) • Maude Community Pavilion Upgrade • Linton Oval Redevelopment • Bannockburn Skate Park Stage 2 Upgrade 	<p>In addition to the Q4 projects advocated and applied for, Council also received notice that they'd successfully applied for funding under the State Governments Local Sport Infrastructure Fund to:</p> <ul style="list-style-type: none"> • Upgrade the Rokewood Netball & Tennis Courts • Develop a Tracks and Trails Strategy <p>These projects are in addition to earlier successful applications for the:</p> <ul style="list-style-type: none"> • Rokewood Community Pavilion Upgrade (Growing Suburbs Fund) • Linton Oval Upgrade (LSIF Country Football Netball) • Leighdale Equestrian Centre Undercover Arena (LSIF Female Friendly)


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	Summary of 2021-22 Year
<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 • Promote Premiers Active Victoria campaign 	<p>100% Complete</p> 	Complete	<p>Council commenced a research piece with the support of Regional Sports Assembly, Leisure Networks, to help understand community needs relating to physical activity, and identify barriers to participation and opportunities to encourage people to be more active, more often. This work included the development and promotion of a community survey. A report with recommendations will be provided early in the 2022/23 financial year to assist with future planning and the roll out of the Active Golden Plains Program.</p>	<p>Council continued to plan and develop the Active Golden Plains Program, including conducting a research piece to identify barriers to physical activity and opportunities to encourage greater participation and physical activity across the Shire. This included a community survey and review of previous activities.</p> <p>In addition, Regional Sports Assembly Sports Central delivered a series of come and try activities across 3 locations, being Rokewood and Dereel.</p>

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<ul style="list-style-type: none"> Sourcing funding for physical activity initiatives including This Girl Can activities. 				As part of Council's funding agreement to upgrade the Inverleigh Sporting Complex, Council also supported the development of a come and try series for women and girls to take part in football activities. This series will be facilitated early in the 22/23 financial year.
<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>100% Complete</p> 	Complete	<ul style="list-style-type: none"> In partnership with Barwon Water, hydration stations will be in place at the Bannockburn Farmers Market for the duration of 2022 to continue to raise awareness of the benefits of choosing water as the drink of choice. After positive feedback from the community in Q3, Edible Gardens 3.0 was delivered during Q4. A total of 63 community members attended the workshops. 	A suite of programs was delivered to provide education and promotion on growing produce at home. Programs centred on food sustainability and reducing food wastage, as well as supporting the consumption of locally produced fruit and vegetables. 400 community members participated in 2021-2022.
<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>100% Complete</p> 	Complete	<ul style="list-style-type: none"> On site meetings with management entities to support committees and community volunteers continue to be undertaken. Volunteer training opportunities are being provided and funded through GPS Active Golden Plains program. Other support has included: <ul style="list-style-type: none"> Promotion of Inverleigh female football come and try sessions. Undertaken reviews of masterplans to understand future infrastructure requirements - specifically Inverleigh (tennis courts) and Meredith (skate/BMX/cricket nets) rec reserve master plans. Planning undertaken for Lethbridge female friendly standalone change facility. 	<ul style="list-style-type: none"> Council hosted a Regional Sports Forum with the intention of seeking support for our community clubs and management entities to increase participation in their sports and activate their facilities. This forum led to the development of a number of 'come and try' activities, to be delivered as part of the Active Golden Plains Program. Council continued to advocate and seek support for the Woody Yaloak Warriors JFNC to join the Ballarat Football Netball League, with a meeting to determine affiliation scheduled for late 2022. Officers attended regular management entity meetings and AGM's and completed a number of planning sessions with volunteers to determine future needs and priorities for community places and spaces. A volunteer training calendar was developed in partnership with our Regional Sports Assemblies, with online sessions offered to community to participate in.




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	Summary of 2021-22 Year
<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>40% Complete</p> 	In Progress	<ul style="list-style-type: none"> Council has partnered with the Regional Hubs team to deliver a review of the Planning Scheme which includes the MPS and PPF. The review will be presented to Council in August 2022. Council is working with the VPA on the delivery of the Bannockburn South PSP. Strategic Planning continues to assess applications for rezoning in Bannockburn i.e., the Northwest Area, Ormond Street and advice to the DFP re the Bannockburn Industrial Estate expansion. Council is assisting both Grange Development and the DFP regarding the progression of an application to rezone land at Cambrian Hill. The Smythesdale SP is on hold while the Shire Wide Settlement 	<ul style="list-style-type: none"> The Strategic Planning team have been working very hard on a number of important projects. The Teesdale Structure Plan has been approved and gazetted by the Minister for Planning and two other Amendments C91 and C99 are close to approval. These later two amendments make improvements to the function of the Planning Scheme and will greatly assist the Stat Planning team through the removal of shed permit triggers. There are a number of rezoning applications under review as well as considerable work over the past 12 months on progressing the Bannockburn Southeast PSP. The Strategic Planning Team successfully secured \$315k for the preparation of a shire wide settlement strategy and significant


Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
			Strategy is being developed. Haddon SP will not commence until the Strategic Planning team has capacity.	progress has been made in relation to this project. <ul style="list-style-type: none"> The Strategic Planning Team also secured a grant to prepare a Flood Study for Teesdale.
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.	In Progress	Ongoing	Both character and affordable/social housing will be considered in detail as part of the Shire Wide Settlement Strategy.	Council officers continue to liaise with relevant stakeholders for the provision of social housing and advocating for a mandated requirement in the Planning Scheme which developers must adhere to.
Manage planning applications, subdivisions and implement planning controls in accordance with the Planning Scheme.	100% Complete 	Complete	For the quarter, Council received 105 planning applications, and determined 104 applications. Officers determined 77.2% of applications within 60 days, and the total value of permits issued are estimated at \$17,973,073 million.	

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


Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
Advocate for and provide new and upgraded infrastructure projects across the Shire including: <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. 	95% Complete 	In Progress	The last quarter has seen the completion and opening of the Bannockburn Bowls Club upgrade and the opening of a number of other projects including the Linton Cricket Nets, Inverleigh Social Rooms and Bannockburn Soccer Female Friendly change rooms.	A large portfolio of capital projects have been completed over the 21/22 financial year. This has included the delivery of the Bannockburn Youth Hub, the Inverleigh Social Room upgrade, Bannockburn Soccer Female Friendly Change rooms, Lethbridge and Linton Cricket nets, Linton and Enfield Playground upgrades and the Bannockburn Bowls Club upgrade. Ross Creek Play and Active Rec upgrade is in delivery phase and the Leighdale Equestrian Centre Upgrade design works are about to commence.
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.	35% Complete 	In Progress	Strategic Planning Officers continue to refer to the CSIP and have finalised a framework for the collection of Development Contributions in Inverleigh. The shire wide Development Contribution Scoping Study options paper was presented to Council at the June Briefing and the next steps of this project will need to be determined in the coming months. Officers are also working with the VPA regarding Development Contributions for Bannockburn, and officers are seeking a response regarding Development Contributions for Cambrian Hill.	The scoping study has provided the analysis to support the frameworks required for the collection of DC'S across the shire. The next steps will be to ensure Council has set itself up with the skills and resources required to develop and implements the DCP'S.
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.	40% Complete 	In Progress	Currently there are a number of amendments in play as well as pre application discussions regarding the Gheringhap Employment Precinct. The amendment to rezone land adjoining the Bannockburn Industrial Estate is close to being submitted - Development Contributions are being finalised. The Settlement Strategy will ultimately guide growth and development across the shire.	The Shire Wide Settlement Strategy is the large piece of work required to inform where and how we grow for the next 20+ years. It considers all elements of growth such as commercial and industrial. This project is well underway with stakeholder engagement planner for later this calendar year or early 2023.

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	Summary of 2021-22 Year
<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. 	<p>40% Complete</p> 	In Progress	<p>These themes are continually discussed with the VPA regarding the Bannockburn SE PSP and is an important consideration for all planned development - particularly along Bruces Creek in Bannockburn and the Cambrian Hill location which surrounds Winters Creek.</p>	

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



Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<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 • Street sweeping 	<p>100% Complete</p> 	Complete	<p>Township maintenance has been delivered within service level agreements across the shire throughout the year.</p>	<p>Road and Drainage Maintenance programs completed; Common Road Drainage upgrades completed.</p> <p>The 2021/22 year saw some significant changes be placed on open space maintenance, the most significant being the storm events in Q2 that caused widespread tree damage and localised flooding events</p>

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	Summary of 2021-22 Year
Review and implement Council's Environmental Strategy 2019-2027, including: <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 	25% Complete 	In Progress	The systematic review of all actions in the Environment and Sustainability Strategy continues. Q4 Highlights include the running of the collaborative 'Assist in Prescribed Burn Course' and the completion of 2 Ecological Burns, and the completion of the analysis and drafting of the Climate Emergency Plan.	Council is 2.5 years into an 8-year strategy. In 21/22 Council officers undertook a systematic review of all actions in the strategy every 6 months to determine where items have been completed, items that are on track and where there is a need to undertake further work. Highlights of the work undertaken include pest plant and animal management in reserves and roadsides, Integrated Water Management projects, planning for and developing the Climate Emergency Plan, developing the Rabbit Management Strategy and implementing the Victorian Energy Collaboration.
Preserve and protect native vegetation and assess potential environmental impact of developments, including through appropriate land use planning, developer contributions and vegetation offsets.	25% Complete 	In Progress		This is an ongoing piece of work for the Environment and Sustainability team in conjunction with both the Strategic and Statutory Planning.

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



Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
Implement initiatives to protect the cultural and natural heritage of Golden Plains Shire, including: <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. 	100% Complete 	Complete	<ul style="list-style-type: none"> Officers oversee the maintenance and storage of the Golden Plains Civic Collection. Works have been digitised, and officers are currently exploring how the collection can be shared online with the general public. Officers continue to connect with community-based historical interest groups in Inverleigh, Meredith, Linton and Woody Yaloak. Partnering has occurred on collaborative projects such as the Women in Sculpture project (Vera Scantlebury) with Linton Historical Society, Golden Plains Stories with RMIT and Inverleigh Historical Society and Cultural Talks with Traditional Owners and Woody Yaloak Historical Society. 	Some of the key Cultural and Natural Heritage initiatives that have been delivered over the 21/22 financial year have included: <ul style="list-style-type: none"> Officers in conjunction with Wadawurrung Traditional Owners create an indigenous flora education program linked to the Victorian Women's Public Art Program Project (Vera Scantlebury Sculpture) with Linton Community. Development of strong relationships with Mirriyu Cultural Consulting based (Bonnie Chew, Wadawurrung Traditional Owner) in Haddon delivering cultural heritage education and general advice on multiple projects. Council's Arts and Culture Team 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. Officers will continue to develop partnerships with key stakeholders to deliver initiatives that acknowledge, protect and promote cultural and natural heritage of Golden Plains Shire.

3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION


3.2.1 Provide sustainable and efficient waste management services.

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<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>40% Complete</p> 	In Progress	<ul style="list-style-type: none"> Collaborative kerbside collection tender has been completed and the contract awarded. The review of waste services (introduction of the FOGO and glass bins) is ongoing. Work on the rehabilitation of Rokewood closed landfill continues and is awaiting confirmation of fill material source. Trial of solar compacting bins at The Heart (Bannockburn) and Turtle Bend (Teesdale) 	<ul style="list-style-type: none"> The Collaborative Kerbside Collection Tender was the key project undertaken and completed in 21/22. Review of waste service and modelling of options was also a major piece of work in 21/22. Through the Waste a Resource Recovery Group, an audit on general waste and recycling bins was completed. Trial of solar compacting bins at The Heart (Bannockburn) and Turtle Bend (Teesdale). Work on the Rokewood and Teesdale Landfill Rehabilitation continued in 21/22.
<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>40% Complete</p> 	In Progress	<ul style="list-style-type: none"> Waste Supply Agreement for the RRON project has been signed with Barwon Water. On-going collaborative work for the development of the RRON facility On-going work on the feasibility study for the G21 hub. 	<p>Collaborative work with G21 Councils and Barwon Water on developing the RRON.</p>

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

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<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"> Process for the Rokewood Transfer Station feasibility study has commenced. Solar and Battery storage has been installed. 	<ul style="list-style-type: none"> In 21/22 on-going monitoring of the use of the Transfer Station was conducted, with a steady number of visitors on a weekly basis. (note: the transfer station was closed during 6 weeks during the first term of 21/22 due to Covid 19 state lockdown). On-going promotion of Rokewood Transfer Station on Council's website continued in the first half of 21/22. In the second half of 21/22, the transfer station was upgraded with a solar and battery system.
<p>Reduce illegal dumping and contamination of waste streams through the investigation of different approaches to prevention and enforcement.</p>	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> First campaign "Keep your recyclables loose" of the Waste communication plan continues. Signs around illegal dumping spots have been installed. 	<p>In 21/22, illegal dumping and contamination of waste streams was addressed through two main avenues.</p> <p>The first was an on-ground piece of work to identify illegal dumping hot spots across the shire and install signs at those locations to discourage this activity. The second avenue was the development and implementation of a waste communications plan targeting key contamination in the waste streams. The delivery of this plan will continue into 22/23.</p>





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

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<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>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> Health & Wellbeing officers facilitated a community education session on cloth nappies is being developed for Q4. First campaign "Keep your recyclables loose" of the Waste communication plan continues. Targeted education towards community facilities users is underway. Waste Council plan for offices is being developed. Soft plastics are being collected, improved labelling 	<p>In 21/22 key works included:</p> <ul style="list-style-type: none"> The development and delivery of the Waste Communications Plan. The recruitment of the Waste Education and Sustainability Officer. Targeted waste education with community facilities. Initiating a waste plan for Council offices.


Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
			<p>on pull out bins are being trialled and coffee grounds are being collected.</p> <ul style="list-style-type: none"> Review and development of a single use plastic policy for Council officers in underway. 	

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	Summary of 2021-22 Year
<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	Completed in Q3.	Council has been successful in a grant for a Bushfire Resilience Officer to work closely with the community to build resilience in areas of high and extreme bushfire risk.
<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		<p>This is an ongoing piece of work for the Environment and Sustainability Team. Officers regularly respond to enquiries from residents about sustainable land management, agriculture and natural resource practices.</p> <p>In addition, throughout the year a rabbit management workshop was held, and officers continue to attend various workshops to promote management of biodiversity.</p>
<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	<p>Ongoing work continues with the Barwon and Central Highlands Integrated Water Management (IWM) Forums.</p> <p>The Bannockburn IWM plan project commenced, and Council received funding from the Regional Climate Adaptation Group for on ground IWM works.</p>	<p>Golden Plains has been an active member of the Barwon and Central Highlands Integrated Water Management (IWM) Forums.</p> <p>In 2021/22 officers led and completed the Green Blue Infrastructure Guide for Small Towns which is being adopted across the Grampians region.</p> <p>Council received two IWM related grants - one for a Bannockburn IWM plan (to be used in 22/23) and one for on ground IWM works (to be used in 22/23).</p>
<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 on the Invasive Weeds Management Strategy and Plan is ongoing. Council adopted Rabbit Management Plan. 	

3.3.2 Support and partner with the community on environmental initiatives.


Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<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 issues and the natural environment, including clean-up days, greening activities and tree plantings 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> Ongoing work with, and support of, the Environmental Volunteers and Agency network to support volunteers and community groups tackling environmental issues. Revegetation works occurring at reserves in conjunction with Landcare groups. 	

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	Summary of 2021-22 Year
<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 (CEP) is currently under development. Analysis and drafting is complete. 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). This will also feature in the CEP. Ongoing work with the BSWCA will lead to further mitigation and adaptation projects in the region. An executive officer has been engaged and begins 18 July 2022. Conducting a feasibility study for an EV charging station at Meredith - awaiting feedback from Powercor on power supply questions. 	

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



Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<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"> Installation of a solar and battery system at Rokewood Transfer Station. 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. Council signed up for 100% renewable energy. 	

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	Summary of 2021-22 Year
<p>Plan and provide services, infrastructure and support to enable health, wellbeing and development in early years, including:</p> <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 	<p>100% Complete</p> 	Complete	<ul style="list-style-type: none"> Council operated 5 funded Kindergarten services and introduced 5 hours of funded 3-year-old kindergarten in 2022. Plans are in place to extend this to 15 hours in 2023. Over 180 Funded Kindergarten enrolments in 2022. Infrastructure projects identified at Haddon and Teesdale with Haddon Kindergarten Extension progressing to detailed design. Family Day Care continued to operate with reduced educator capacity in the final quarter. Discussions with one potential new educator in the northwest of the Shire underway. Family Day Care provides residential care and in venue care options for over 60 families throughout Golden Plains. Council's Limited Hours Care (previously Occasional Care) program operating at Inverleigh Kindergarten provides care for 19 children one day a week with an extensive waitlist. 	<ul style="list-style-type: none"> Council operated 5 funded Kindergarten services and introduced 5 hours of funded 3-year-old kindergarten in 2022. Plans are in place to extend this to 15 hours in 2023. Over 180 funded Kindergarten enrolments in 2022. Infrastructure projects identified at Haddon and Teesdale with Haddon Kindergarten extension progressing to detailed design. Family Day Care continued to operate with reduced educator capacity in the final quarter. Discussions with one potential new educator in the northwest of the Shire underway. Family Day Care provides residential care and in venue care options for over 60 families throughout Golden Plains. Councils Limited hours Care (previously Occasional Care) program operating at Inverleigh Kindergarten provides care for 19 children one day a week with an extensive waitlist.
<p>Plan and advocate for infrastructure to support the introduction of 2 years of funded Kindergarten in 2022 (3- and 4-year-old).</p>	<p>100% Complete</p> 	Complete		<p>Kindergarten Infrastructure Services Plan (KISP) completed, identifying infrastructure required to meet current and future demand up until 2029 for 15 hours of funded 3 - and 4-year-old kindergarten.</p> <p>Projects / areas identified include Haddon, Teesdale, Napoleons, Bannockburn and Inverleigh. Smaller facility upgrade projects identified at Bannockburn (bathroom upgrade) and Woady Yaloak (Scarsdale).</p>



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


Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<p>Advocate to Government, business and service providers for investment and programs to support education, including:</p> <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. 	<p>20% Complete</p> 	In Progress	<ul style="list-style-type: none"> Collaborating with RMIT on introducing the Regional Entrepreneurial Development Initiative delivering a 10-week action-based entrepreneurship education program for start-ups. Preliminary discussions undertaken with Agriculture Victoria in relation to establishing an Agriculture Strategy for Golden Plains Shire. 	<p>While some progress has been made in liaising with Federation University, RMIT and Berrybank, the development of specific programs to support enabling access to education should be considered in the formative stages.</p>
<p>Provide and review the provision of fixed and mobile library services in partnership with Geelong Regional Library Corporation (GRLC).</p>	<p>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> Officers have worked closely with Geelong Regional Libraries to develop a library action plan with focus on key areas such as review of current service delivery (static and mobile library), programming including outreach services that meet community needs and developing strong relationships between internal units of council and the library to enhance library services and increase participation. 	<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. Reviewing of existing service provisions under the contract has occurred this year including consideration of new programming options at the Bannockburn Library and reviewing the mobile service locations and infrastructure across

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
			<ul style="list-style-type: none"> A grant funding application was submitted to the Living Libraries funding round for this year to purchase and fit out a new mobile library van to assist in enhancing the delivery of mobile library services across the shire. Economic Development officers have been reviewing the existing service provisions under the contract, including consideration of new programming options at the Bannockburn Library and reviewing the mobile service locations and infrastructure across the Shire. 	the Shire. Council in Partnership have been successful in securing funding under the program Libraries for Health and Wellbeing Innovation Grants to deliver a Creative Collective Memory Arts Project focus on engaging people living with Dementia into Library programs and services.
Collaborate with learning centres, local groups and activities to promote skill development opportunities including with Emergency Services, Mens Shed's and Interest Groups.	100% Complete 	Complete	Community Fairs were conducted in Bannockburn and Smythesdale providing opportunities for the emergency services agencies to promote volunteerism in Golden Plains Shire.	Various programs were provided with skills development and capacity building as focus. This includes the Community Development team's work with community planning groups; the Health & Wellbeing team's work with community leaders through the Community Leadership Program; the Active Ageing & Inclusion team's engagement with Mens Shed's; and the Youth team's work with young people on vocational pathways
Investigate partnerships with TAFE and higher education providers to service the Golden Plains Shire community, including: <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 	20% Complete 	In Progress	Working with Federation University to raise awareness of forthcoming courses in wind farm technology.	During 2021/2022 a number of discussions were undertaken with Federation University to obtain an understanding of their proposed courses in windfarm technology that will be made available in the 2nd quarter of 2022. Plans for community awareness strategies have been commenced.

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	Summary of 2021-22 Year
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: <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 	50% Complete 	In Progress	<ul style="list-style-type: none"> Family Day Care Educators small business operators supported and contracted to Council to deliver Childcare in residential and in-venue. 2022-2032 Economic Development Strategy 50% complete. Initiated the establishment of a business network in the Northern region of the Shire. Conducted business network events in both Bannockburn and Smythesdale. Undertaking discussions with Agriculture Victoria regarding the development of the Golden Plains Agriculture Strategy. Providing ongoing opportunities for mentoring and training of existing and start-up small businesses. 	Family Day Care Educators small business operators supported and contracted to Council to deliver Childcare in residential and in-venue.
Support events and activities that promote, showcase and connect local businesses including: <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 	100% Complete 	Complete	<ul style="list-style-type: none"> Ongoing support for the Bannockburn & District Chamber of Commerce. Establishment of the Northern District Business Network. Providing guidance and advice for the coordinator of the Golden Plains Farmers Market and Twilight Market including sponsorship proposals. The easing of COVID restrictions has seen markets conducted in April, May and June 2022. Two 	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 of delivery at this point in time.


Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<ul style="list-style-type: none"> Review support provided to businesses through COVID 19 and avian influenza and consider recovery assistance mechanisms 			Community Fairs utilising Bushfire Recovery Funding were undertaken 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 	40% Complete 	In Progress	Subscription to Monitor CRMS will enable a comprehensive database of businesses operating in Golden Plains Shire with increased ability to segment business types for more direct and clear communication.	

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	Summary of 2021-22 Year
Investigate the provision and rezoning of land to attract developers, business and employers including those that provide retail and hospitality opportunities.	50% Complete 	In Planning	<p>The Bannockburn Business Estate expansion and the Gheringhap Employment precinct development will greatly improve the opportunities for businesses in the shire.</p> <p>The Settlement Strategy will also consider commercial and industrial land and potential opportunities.</p>	The rezoning of the Bannockburn Industrial Estate was lodged with the department seeking a Section 96a combined rezoning and subdivision approval.
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.	100% Complete 	Complete	The Northern Streetscape Framework plan was endorsed and adopted by Council in April 2022. The individual project elements contained within this Framework plan are in the process of being advanced to more detailed design and/or implementation.	The Northern Streetscape Framework plan completed its community consultation during Q3 of the financial year after significant disruption from Covid lockdowns. Community feedback and support for the plan was positive and enhanced the final Framework plan. The Framework was endorsed and adopted by Council in April 2022. The individual project elements contained within this Framework plan are in the process of being advanced to more detailed design and/or implementation. It is expected that implementation will take place over the next couple of financial years.

4.3.2 Identify and promote activities that attract visitation and tourism.




Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<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	Council's Arts and Culture officer has been working with local artists, Traditional Owners, historical societies and community on two arts, culture and heritage projects – the Living Sculptures project and Women in Public Art: Vera Scantlebury sculpture that will contribute to attracting tourism and increase visitor participation in Linton.	A number of initiatives were undertaken to progress tourism opportunities in Golden Plains Shire. These included the substantive works undertaken on the Three Trails Project, ongoing membership and participation in Tourism Greater Geelong & The Bellarine including direct involvement in exploring opportunities with the Tasmanian ferry terminal, and ongoing involvement in the Goldfields UNESCO World Heritage Bid.

4.4 LOCAL EMPLOYMENT AND TRAINING

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

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
Advocate with local businesses, chambers of commerce and employers to target and promote local employment outcomes, including social enterprises.	20% Complete 	In Progress	Council's Economic Development team are establishing a business network in the Northern settlements.	<ul style="list-style-type: none"> Support for the Bannockburn & District Chamber of Commerce (BDCC) continued during 2021 – 2022 with provision of rooms at no cost for meetings and some financial support to cover catering costs. Inaugural meeting of the Northern Business Network (Working Title) was conducted in June. BDCC require an administration support structure. With both networks supported these initiatives can be more comprehensively delivered in 2022.
Work with partners to deliver short term courses, internships and job training opportunities for ratepayers and residents, including promoting the use of Council facilities.	20% Complete 	In Progress	Council's Economic Development team are collaborating with RMIT on introducing the Regional Entrepreneurial Development Initiative delivering a 10-week action-based entrepreneurship education program for start-ups.	<ul style="list-style-type: none"> The Haddon Community Learning Centre provide a wide range of accredited and general interest short courses for residents and ratepayers. The Meredith Interpretative Centre was leased to corporate clients who intended to conduct a range of short courses and social enterprise opportunities just prior to COVID. Council have extended the peppercorn lease until they are able to recover their position and reset their plans.




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

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
Provide Council based opportunities and potential employment pathways for local residents including through: <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. 	25% Complete 	In Progress	Support for local resident employment opportunities has occurred more organically than strategically this year, largely due to significant changes in personnel across People & Development, and a number of competing priorities. A strategic approach to growing local employment pathways is scheduled for 2022-2023.	<ul style="list-style-type: none"> Work Experience Program - 3 participants (local residents) Traineeship Program - 1 placement (local resident) Council's Economic Development Unit is working with RMIT and Berrybank to develop an entrepreneurship pathways program.
Commence operation of the Digital Hub in Smythesdale to enable: <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 	100% Complete 	Complete		Digital Hub launched in Q2.
Strengthen communities and provide skill development and participation opportunities through delivery of Council's volunteer program.	75% Complete 	In Progress	<ul style="list-style-type: none"> Officers have been working on the development of a Volunteer Action Plan which will include the identification of capacity building needs of volunteers, a training program, identification and development of roles across Council functions. Officers have strengthened relationships with Volunteering Geelong who will assist in determining requirements of a best practice model that incorporates National Standards of Volunteering. Volunteers were provided with the opportunity to participate in First Aid and CPR training as well 2 sessions with Non-Profit Training around creating a volunteer plan 	<ul style="list-style-type: none"> COVID restrictions had impacted progression of the development of Council's Volunteer Program for the first half of the year, which saw the majority of volunteers restricted in their normal volunteer roles, especially with Active Ageing & Inclusion. The second half of the year saw the reintroduction of volunteers slowly back into volunteer roles. A volunteer kick-off event brought volunteers together to brainstorm ideas for improvements to the current council program and identifying training and capacity building needs. Consultation with council units across the organisation was undertaken in May gathering information on potential volunteer

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
			and maximising your reach in promoting volunteer opportunities.	<p>opportunities and roles to further develop councils volunteer program, both sets of information have been used to develop a draft Volunteer Action Plan.</p> <ul style="list-style-type: none"> The transition of Active Ageing and Inclusion services previously delivered by Council across to an external service provider changed the current landscape for volunteers as of the end of June with a majority of council volunteers working in roles relating to AA&I. Council officers are currently working with existing volunteers to assist in developing new roles and retaining volunteers where possible.

4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT

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


Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<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>75% Complete</p> 	In Progress		<p>The 2022 - 2032 Economic Development Strategy is under development expecting to launch November 2022.</p>
<p>Advocate for improved digital connectivity for residents across the Shire including better access to the NBN and mobile telephone reception.</p>	<p>100% Complete</p> 	Complete		<p>Monthly meetings are held with NBNC Co business and residential community engagement officers.</p>
<p>Seek to further develop and promote public/private partnership opportunities with businesses including Berrybank Windfarm.</p>	<p>100% Complete</p> 	Complete		<p>Developing the Berrybank Community Grants program guidelines and establishing the grants committee.</p>

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	Summary of 2021-22 Year
<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>100% Complete</p> 	Complete	<ul style="list-style-type: none"> • Council published informative and engaging communications across its many channels including the website and social media, publication and distribution of the Gazette (Issue 2, 2022), Engage newsletter (April, May and June), eGazette (April and June), Council News in the Golden Plains Times (13 issues), and Council News in local community newsletters (April, May and June). • The Council stories communicated over this quarter include: <ul style="list-style-type: none"> ◦ Get Active Golden Plains, ◦ Transition of Aged and Disability Services, ◦ Reconciliation Week, ◦ NAIDOC Week, ◦ Berringa Intersection Upgrade, ◦ Nimmons Bridge closure, ◦ Launch of Living Sculptures in Linton, ◦ Community Planning and Coordinators, ◦ Business Networking Events, ◦ Youth Art Program, ◦ Community Club and Volunteer Training program, ◦ Community Strengthening Grants – Round 1, ◦ Community Satisfaction Survey, ◦ Reusable Nappy workshops, ◦ Online booking system for facilities, Grant Guru, ◦ Waste Communications (Keep Recyclables Loose), ◦ Milton Street accessible pedestrian crossing in Bannockburn, ◦ Linton Shire Hall Community Hub, ◦ Pet Registration, ◦ Secret Dances program, ◦ Edible Gardens program, ◦ Free Mental Health Support program, ◦ No More Fussy Eaters parent education program, and ◦ Youth Hub term and school holiday programs. 	<ul style="list-style-type: none"> • Council's Community Leadership Program was extremely successful and culminated in the development of 3 community projects which will be delivered in the 2022-2023 financial year. These are: The Bunjil Lookout Creating Gathering; Lethbridge Primary School Breakfast Club; Intergenerational Woodworking. • The Golden Plains Youth Hub opened in April 2022 and was home to the delivery of many successful youth program for Q4. 286 young people attended programs that were based at the Youth Hub. A further 88 young people attended youth development programs that were held in Dereel, Haddon and Smythesdale. • The Active Ageing & Inclusion team saw its final year of delivering Social Support Services to the community since the exit out of in-home aged care services effective 30 June 2022. Although the beginning of the financial year saw many lockdowns and cancellations of programs, the team were still able to provide social groups and outings for 197 people during this time. For this half of the year, officers were also able to hold two events, one in partnership with Health & Wellbeing for the Get Active campaign in April, bringing 50 people to the workshops and the other being the Seniors Festival in May which saw 37 attendees come together for a day out.

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

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<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 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>100% Complete</p> 	Complete	<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: <ul style="list-style-type: none"> The Asset Plan 2022-2032, Woody Yaloak Equestrian Centre Master Plan, Draft Council Budget 2022/23, Inverleigh Tree Succession Plan, Berrybank Wind Farm Community Grants Committee Expressions of Interest, Economic Development, Tourism and Investment Attraction Strategy 2022-2032, and Woody Yaloak Recreation Reserve Lighting Project. The Councillor Engagement 2022 program included the following activities in the fourth quarter of 2021/22: <ul style="list-style-type: none"> Councillor Conversation Post at the Golden Plains Farmers' Market in May, and Meeting with a community group in Batesford. Council presented the following opening events involving the community: <ul style="list-style-type: none"> Inverleigh Club Rooms Upgrade, Linton Cricket Nets, Golden Plains Youth Hub, Bannockburn Soccer Pavilion Upgrade, and Inverleigh Change Rooms Upgrade. 	




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	Summary of 2021-22 Year
<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 	<p>100% Complete</p> 	Complete	<ul style="list-style-type: none"> Implementation of the Local Government Act 2020 is now complete, with all items adopted within the required timeframes. Following amendments to the LGA 2020 which required Council to update its Governance rules to provide for electronic attendance and participation in Council meetings, a comprehensive review of the Governance rules has been completed and is being presented to Council to endorse for public exhibition at the July Council meeting, with adoption intended for the August Council meeting. The proposed new rules include broad changes and improvements to the entire document which will enhance good governance and Council meeting procedures. Reminders have been sent periodically to all policy owners to request review and update of policies, which has triggered the review or revocation of five expired policies. 	<ul style="list-style-type: none"> The Local Government Act 2020 required many new policies, plans and frameworks to be developed. All items were developed and completed within the required timeframes over the four-stage implementation. Following amendments to the Local Government Act 2020 which required Council's Governance Rules to provide for electronic attendance and participation in Council meetings, a comprehensive review of the Governance rules has been completed. The proposed new rules include broad changes and improvements to the entire document which will enhance good governance and Council meeting procedures.




Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
			<ul style="list-style-type: none"> The community satisfaction survey has been completed for 2021-22 with results released. The LGPRF reporting and annual report processes are soon to be commenced with results to be presented to Council. 	

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


Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
<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>100% Complete</p> 	Complete	<ul style="list-style-type: none"> Updated revenue and rating plan adopted in June 2022. Configuration of new property and rating system is in progress. Scope expanded to include new finance system. New finance system configuration well underway with testing in progress. 40% complete. Identification of additional sources of revenue is ongoing as part of the annual budget process with land sales revenue included for Lomandra Drive Teesdale and Smythesdale and Bannockburn developments included in 10-year financial plan. Windfarm income included for Mt Mercer and Berrybank stage 1, with Berrybank stage 2 and Golden Plains windfarm included in 10-year financial plan. Business partnering support will include liaising with other departments on potential revenue opportunities. 	<ul style="list-style-type: none"> 10 Year Financial Plan and Revenue and Rating Plan adopted in June 2021. Annual review of procurement policies completed with last update in Oct 2021 and next review due in Oct 2022.
<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>75% Complete</p> 	In Progress	<ul style="list-style-type: none"> The Asset Plan was prepared by the Asset Management team during the 2021-22 year, with the plan being adopted by Council at the June meeting. Assetic implementation continued throughout the year; 2021-22 to be the first year all asset accounting related processes will be managed in the system for built assets. This is a big step forward for asset management practices at Golden Plains as we now have a single source of truth for these assets. Building maintenance continues to be logged in the work order system, with Assetic Predictor data assisting in providing maintenance planning information. Assetic maintenance platform was also configured for roads and drainage assets, with roll-out to the maintenance team expected for 2022-23. 	<ul style="list-style-type: none"> The Asset Plan was adopted by Council in June 2022. Assetic software system implementation remains on track. All built assets are now registered in Assetic, allowing for a single source of truth for these asset types. The Assetic maintenance module roll-out continues with Roads and Drainage maintenance now configured on the platform, ready for uptake in 2022-23. Asset Management Plans prepared for Buildings, Footpaths & Trails, Stormwater and Open Space.
<p>Further develop and implement Council's Risk Management Framework and ensure all key risks have been measured and adequately controlled.</p>	<p>20% Complete</p> 	In Progress	<ul style="list-style-type: none"> A Risk Management Consultant has been engaged to guide the implementation of Council's Risk Management Framework. The Consultant is working closely with the Governance and Risk team to develop and deliver workshops with business units to identify risks and mitigation processes for strategic and organisational risks. A risk management software system has been identified and will be implemented with the outcome of the workshops, which will allow risk owners to review and manage their risks and controls. 	<p>Council is in the process of developing workshops with business units to identify risks and mitigation processes for strategic and organisational risks.</p>

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	Summary of 2021-22 Year
Improve the customer experience and build commitment and accountability to service standards and timely responsiveness through the development of the Council Customer Service Strategy.	90% Complete 	In Progress	<ul style="list-style-type: none"> The Customer Experience Strategy 2022 – 2026 was adopted by Council at its meeting on Tuesday 26 April 2022. The Customer Experience Strategy puts in focus Council's clear direction for customer experience and the commitment it makes to customers which aligns with the broader Council Plan and reflects the Vision and Values of the organisation. The strategy outlines Council's intent to move away from the traditional mindset of 'customer service' focusing instead on the whole customer journey and experience. Customer experience is proactive - from the moment that the need for Council's service is identified, right through to the delivery of the service. This is our commitment to uplifting the customer experience across the whole organisation. 	<p>The Customer Service strategy project officially kicked off on 10 January with the commencement of Council's engagement with consultancy company CX Loop.</p> <p>Over the course of 8 weeks the CX strategy was developed in partnership with Council's customers and the wider organisation.</p> <p>The strategy went out for public exhibition in March 2022 and with no feedback received was adopted by Council at its meeting on Tuesday 26 April 2022.</p> <p>The strategy was supported by an action plan with initiatives to help drive cultural change across the business to improve Council's customer experience. The first item on this plan being a re-branding of Customer Service to Customer Experience which launched in June 2022 with the introduction of the Coordinator Customer Experience role and re-branding of Council's customer service spaces to Customer Hubs.</p>
Seek opportunities to streamline and improve Council's ICT systems and processes, including: <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) 	70% Complete 	In Progress	<ul style="list-style-type: none"> Digital transformation & upgrades continue with implementation of new Customer, Property, Financial and regulatory systems. Knowledge Management & collaboration is focussed on the implementation of a new EDRMS. Review of Systems & Processes has focused on the development of a new Digital ICT Strategy. 	<ul style="list-style-type: none"> Continued implementation of new core system application with an expected go-live date of October 2022. New Digital Transformation Strategy completed. Full Policy review completed. Review of GIS services and systems commenced. Applied for and received grant as lead Council with Hepburn & Moorabool Shires to deploy an Internet of Things network throughout the municipalities.
Provide a suite of customer-friendly resources to inform and educate the community and build understanding of regulations, Council service requirements and processes.	5% Complete 	In Progress	Work commenced in June 2022 on an updated Customer Hub page on Council's website and a review of the information accessible online.	

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

Action	Progress	Status	Activities Undertaken	Summary of 2021-22 Year
Implement People and Culture and organisational development activities, including: <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 	50% Complete 	In Progress	Significant progress has been made to design, implement and embed various organisational development activities. Alongside a number of BAU projects, there has been significant work undertaken to progress the organisations engagement and culture and drive capability and performance.	<ul style="list-style-type: none"> Workforce Plan completed, and strategic resourcing review undertaken Capability Framework developed and launched. Learning & Development Framework and Learning & Development program developed and launched. Values Champions group review, delivery of 'Take a Bow' program Mini staff engagement survey conducted.

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	Summary of 2021-22 Year
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.	75% Complete 	In Progress	Data analysis and community profiling meetings have been established between Health and Wellbeing, Children's Services and Maternal Child Health Teams to explore opportunities for data collection, especially around vulnerability of young children and families to assist Council planning, funding opportunities and advocacy projects.	<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 completed and provided to Council in August 2021. A successful Growing Suburbs Fund submission for the Rokewood Community Hub was made and applications for Inverleigh Active Youth Space and Bannockburn Skate Park Stage Two Upgrade are being prepared for July 2022.
Lead and partner with community and stakeholders on advocacy campaigns, including through: <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 	25% Complete 	In Progress		

GOLDEN PLAINS YOUTH HUB



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