



COUNCIL PLAN 2021-2025

QUARTERLY PROGRESS REPORT
Q2: OCTOBER — DECEMBER 2022

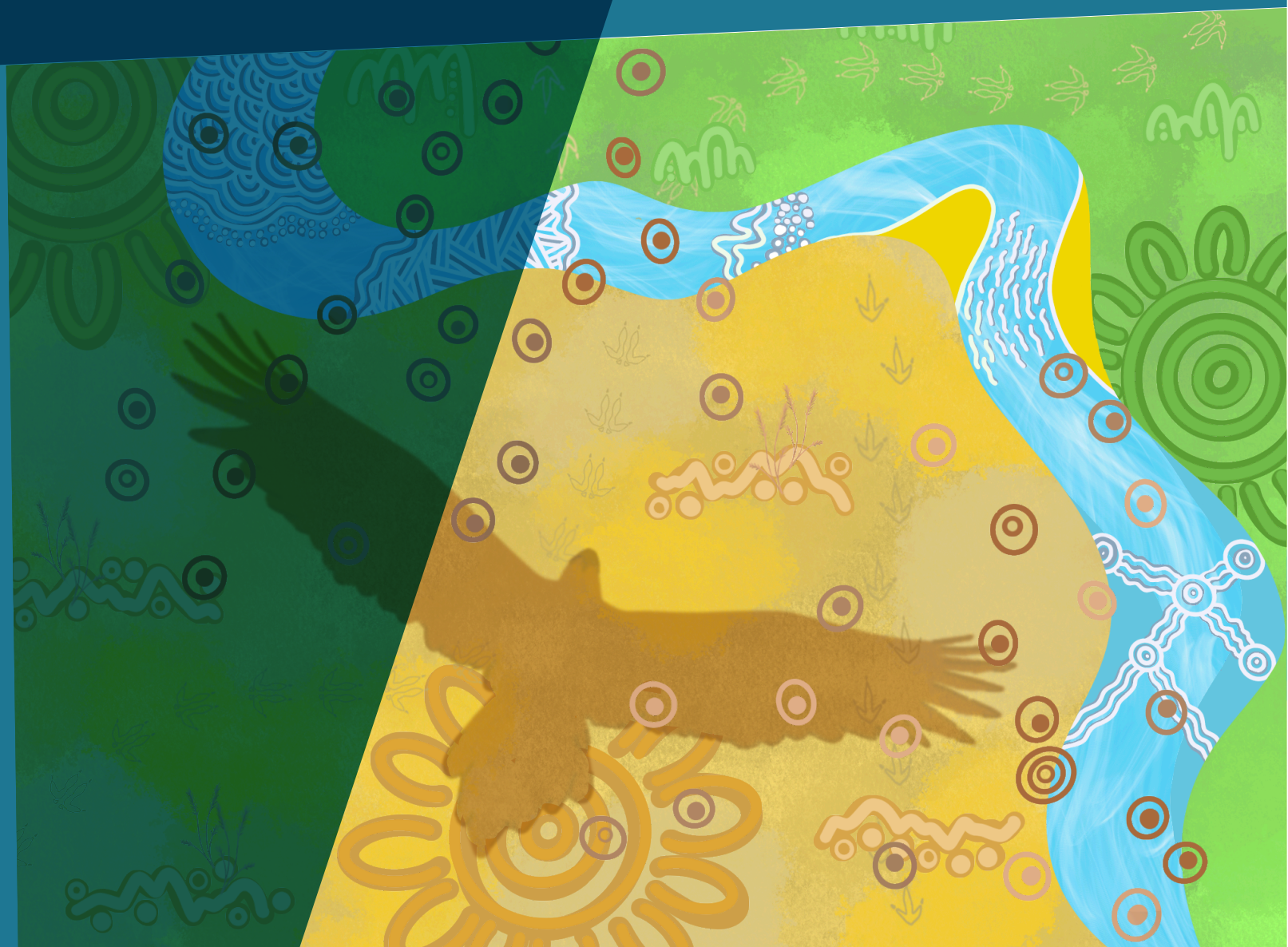
ACKNOWLEDGEMENT OF COUNTRY

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

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

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

Y2 | 22/23 ANNUAL OPERATIONAL PLAN

STRATEGIC DIRECTION 1: COMMUNITY

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	Y2 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			75%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	→ 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.	<ul style="list-style-type: none"> Dumping. Vandalism. Property damage. 	<ul style="list-style-type: none"> At its November meeting, Council resolved to note that the CCTV Steering Committee did not recommend the installation of CCTV at this time. However, recommended other proactive actions including education and asset improvement. 	100%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	→ 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.	<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 the 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. 	<ul style="list-style-type: none"> Council delivered two Mental Health First Aid training sessions, with 24 community members participating in the sessions. iCOPE screening for mental health continues for all families of children four weeks and four months of age. Over 500 Wellbeing Support Cards were distributed to community members via Council led initiatives. This results in over 1,500 Wellbeing Support Cards were distributed to partners across the municipality to date. Council undertook a review and analysis of the Municipal Public Health and Wellbeing Plan (Year 1 2021/2022). 24 partner organisations worked with Council to implement and evaluate over 320 activities during this period (2021/2022). Vulnerable families were linked into support programs during the festive period. Council Officers distributed donated food hampers to vulnerable families, through the maternal and child health program and vulnerable families continue to use Council as a conduit to access support and items through Geelong Mums and Foodbank. Council has commenced planning Community Leadership Program (Round 2). Program will be facilitated by Track C Consulting. The Men's Project delivered the 'Unpacking the Man Box' workshop at the Golden Plains Youth Hub. 17 students participated. Further sessions will commence in Quarter 3. Council delivered a Young Men's Boxing Program with at risk students in collaboration with Bannockburn P-12 College. Council partnered with eight cafes to deliver and support local community engagement with the 16 Days of Activism against Gender-Based Violence state-wide campaign. Barwon Child, Youth and Family continue to deliver mental wellbeing services at Bannockburn, Dereel, Meredith and Smythesdale, 120 clients are utilising the service. Family violence Multi-agency Risk Assessment and Management screening continues to be offered to all families engaging in Early Years Programs. The implementation of Councils Enterprise Agreement has included additional entitlements for staff seeking support to manage Family Violence. Council continues to facilitate the Local Support Network which identifies emerging community social and health needs. This quarter 176 students participated in leadership and wellbeing activities at the Youth Hub. Council will partner with Bannockburn College to co-deliver the Coaching Young People for Success program. Planning has commenced for the delivery of early parenting programs, in partnership with Barwon Child, Youth and Family and Ballarat Community Health. 	50%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	Y2 1.1.2 Leadership and advocacy to build strong, safe and resilient communities			88%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	→ Partner with community safety stakeholders (e.g. Victoria Police, SES and CFA) to advocate, communicate and promote community safety infrastructure and activities.	<ul style="list-style-type: none"> Advocacy for improved police response times and a 24/7 Police Station in Bannockburn. Continue to work EM agencies to assist and help prepare our residents in case of an emergency. 	<ul style="list-style-type: none"> Council Officers continue to work with townships in the north of the shire, by facilitating programs to increase community resilience and help communities prepare for, respond to and recovery from an emergency. As part of the November State election, a commitment of \$7m was made for the relocation of the Bannockburn SES to a new site and new facility. Ongoing discussion will be had as to the location. 	75%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	→ Work with community stakeholders to implement plans, policies, communications and engagement that target prevention, resilience, preparedness and recovery from emergencies and natural disasters (eg. fires and floods).	<ul style="list-style-type: none"> Municipal Emergency Management Plan. Municipal Recovery Plan. Fire Prevention Plan. Local Laws. Domestic Animal Management Plan. Recovery assistance for community in response to the COVID 19 pandemic. Assessing and responding to health impacts. 	<ul style="list-style-type: none"> Throughout July to September 2022, Council together with the Municipal Emergency Management Planning Committee prepared approved a new Municipal Emergency Management Plan and implemented new Local Laws and Domestic Animal Management Plan. All other plans aligned to this Council Plan action are current. This Council Plan action is complete for 2022/2023. 	100%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	Y2 1.2.1 Promote and connect to our indigenous heritage and the traditional custodians of Golden Plains			50%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	→ Implement actions result from the Reflect Reconciliation Action Plan (RAP).	<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. Review of Kindergarten service Rap and engagement and support from Wadawurrung. Staff Professional development/training. 	<ul style="list-style-type: none"> Council's Reflect RAP was accredited by Reconciliation Australia. Council adopted the Reflect RAP in July 2022. Council Officers continue to provide governance structure to drive the delivery of actions under the RAP through the RAP Working Group. The RAP Working Group has increased its membership, with further reach across Council's units, including a diverse range of skills in the delivery of Reconciliation Plans from other organisations, industry, state and federal government. Council has strengthened relationships with Wadawurrung Traditional Owners, consultations will continue for 2023, increasing to eight consultation sessions per year (between February and November) to assist with the delivery of council projects and operations with First Nations people. A sub-committee of the RAP working Group commenced planning for National NAIDOC Week and Reconciliation Week for 2023. 	50%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	Y2 1.2.2 Recognising the rich history and artistic potential of Golden Plains Shire			50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
1.2 CELEBRATING AND CONNECTING COMMUNITIES	→ Implement actions arising from the Arts, Culture and Heritage Strategy, delivering on Arts programs that align with the strategy.		<ul style="list-style-type: none"> Council Officers have been building the capacity of arts culture and heritage through the development of a new Arts Culture and Heritage Advisory Panel (ACHAP), drafts have been developed for both the Expression of Interest (EOI) process and Terms of reference (TOR). Both should be finalised April 2023. Council Officers in partnership with Geelong Regional Library Corporation (GRLC) will launch a series of creative workshops facilitated by local artists to be held at the Bannockburn Library, launching March 2023 running through to February 2024. This initiative aims to build the capacity of local creatives, increase employment opportunities and career exposure for artists engaging residents in arts and culture activities. Council Officers are currently developing the Spring in the Shire competition to be an annual program, including enhancing youth development and participation through Youth Hub programming. Successful activation of new exhibition spaces in The Well Smythesdale, Bannockburn Cultural Centre (BCC) and Golden Plains Civic Centre (GPCC) have been implemented. Council Officers continue to develop a regular touring exhibition program for 2023. Council Officers have engaged a consultant to undertake a scoping process to determine future planning for current and public art, memorials and community art historical icons. Council Officers are developing a comprehensive survey and dataset of arts culture and heritage activities and practitioners to provide base line data enabling future targeted planning and opportunities. 	50%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	→ Provide and seek opportunities for participation and engagement in Arts, Culture and Heritage activities.	<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. Scope for a Public Arts Strategy for FY 23/24. 	<ul style="list-style-type: none"> Council Officers continue to assist professional and emerging artists across Golden Plains Shire in identifying and facilitating professional development opportunities, gain meaningful employment and further development their arts practice. Council Officers are developing a comprehensive survey which will form a part of the Industry Standard Evaluation Framework for reporting actions against the strategy and provide timely, relevant information for Council and community future planning and development for Arts, Culture and Heritage Across Golden Plains Shire. Council Officers continue to promote and encourage arts related groups, individual creative practitioners, heritage societies and groups to apply for funding and support the implementation of activities funded through Council Grant Programs and through state, federal and philanthropic funding opportunities. Council Officers have engaged consultancy with T Projects to assist with an initial scoping of a public art strategy. 	50%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	Y2 1.2.3 Supporting events and activities across the Shire to bring communities together and promote participation			50%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	→ Provide opportunities for community to build social connection and encourage and foster local talent through community events, festivals, celebrations and activities.	<ul style="list-style-type: none"> Council events and celebrations. Community-led events, festivals and markets. 	<ul style="list-style-type: none"> Council delivered two Youth Roadshow events in Inverleigh and Dereel with 75 attendees. A four-week youth art program was delivered in throughout October and November in Dereel. Program was facilitated by a local Dereel based artist. Council's FReeZA team attended the Live at Turtle Bend event and facilitated a range of activities to encourage participation of children and young people at the event. The Annual Seniors Festival was held in October 2022 with array of activities available to celebrate positive ageing and improve the health and wellbeing among older adults. Council conferred the 2022 Citizenship ceremony in December. Council successfully delivered 3x Golden Plains Farmers Markets in October, November and December with an average of 40 stall holders operating at each monthly market. Council successfully delivered the Bannockburn Twilight Market event on the 15th of December 2022 with over 80 stall holders, community groups and Bannockburn Library participating in the event. Business workshops in partnership with Business Victoria were held throughout Quarter 2. 	50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	Y2 1.3.1 Empower and build the capacity of residents and groups to get involved and contribute to communities			50%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	→ Implement and monitor the Community Planning Program Action Plan to build knowledge, capacity, and ownership across Golden Plains Shire communities.	<ul style="list-style-type: none"> Development of a volunteer strategy. Strengthening support for Community Coordinators. Linking to and supporting other community groups and activities. 	<ul style="list-style-type: none"> Council Officers have developed a Volunteer Action Plan to assist in reviewing, planning and the development of volunteer opportunities with Council across the shire. Non-Profit Training continue to work with Coordinators across Inverleigh, Teesdale, Shelford, Maude, Steiglitz, She Oaks, Batesford and Dereel in community planning, consultation, engagement and stakeholder mapping. Council continues to encourage and facilitate links between community coordinators, community groups, service organisations and private and public sector stakeholders to enhance participation, and engagement in local activities across the shire. 	50%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	→ Provide and link community volunteers to support and funding opportunities available.	<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. 	<ul style="list-style-type: none"> The 2022 Round 2 Community Strengthening Grants funding agreements were made available for successful applications to be executed and for community groups to commence their projects. Seventeen recipients were successful this round, with \$66,903.00 invested in community projects. The 2022 Round 1 Berry Bank Grants funding agreements were made available for successful applications to be executed and for community groups to commence their projects. Four recipients were successful this round with a total of \$51,513 invested in community projects, two of which included successful bids for triennial funding. Council Officers continue to promote and encourage access and use of the Grant Finder tool, Grant Guru with business, community groups, service organisations and individuals for the planning and delivery of initiatives, services and business across Golden Plains Shire. 	50%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	Y2 1.3.2 Provide and activate spaces and develop opportunities for communities to connect and participate			50%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	→ Promote participation and community activities through the provision of a network of Council facilities.	<ul style="list-style-type: none"> Review and implement policies that promote access to, activation and utilisation of community facilities. Implementation of improved systems and processes. Implementation of the adopted fees and charges model. Maintenance and works to ensure facilities are fit for purpose. Collection of data and analysis to inform assessment of future community facility needs and/or rationalisation. 	<ul style="list-style-type: none"> Council continued to promote local opportunities for residents to get more active during October to December 2022. This included distributing information via Councils Recreation database relating to summer season sporting activities and school holiday programs. The Active Golden Plains 'Spring into Summer' program included events and activation at Council and community facilities. Work has commenced to develop plans for future potential capital improvements at the Woody Yaloak Equestrian Centre. This project is co-funded by Sport and Recreation Victoria and stems from the successful completion and adoption of the site masterplan earlier in 2022. Council has continued implementation of the new fees and charges model following adoption as part of the 2022/2023 Budget and promotion of the Community Facilities online booking system (SpacetoCo). Maintenance and works to ensure facilities are fit for purpose have included Stadium floor refurb works at Woody Yaloak Recreation Reserve, septic system replacement at Meredith Interpretive Centre, Bannockburn Cultural Centre painting and courtyard upgrade and works at The Well in Smythesdale, including in the Maternal Child Health (MCH) space and Staff Room. Quarterly reviews are undertaken and include regular communication with committees at Council facilities to action maintenance priorities within annual budgets. 	50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	→ Support and empower community volunteers and committees in managing public spaces/places and accessing funding opportunities.		<ul style="list-style-type: none"> Council commenced discussions with community managed facility managers (Management Entities) about the possibility of them accessing and utilising SpacetoCo to manage their facility bookings. Council Officers commenced planning for the roll out of the Victorian State Governments Fair Access Policy which aims to grow female participation and access to recreational activities and facilities. This work included undertaking Gender Impact Assessment (GIA) on community sports infrastructure projects, a review of policies and/or processes to ensure compliance and a review of new community licences/management agreements to ensure compliance with the Fair Access Policy. Continued implementation of Councils new Community License Agreements is occurring in lieu of the existing, expired management agreements, along with the review of licences on DEWLP owned land. A review of Council's fees and charges model was completed, work is ongoing and an approach for implementing a new model is pending development. 	50%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	Y2 1.4.1 Value and provide inclusive opportunities for residents of all ages, genders and abilities to meaningfully participate in community life			50%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	→ Deliver on the actions from the Active Ageing and Inclusion Plan 2020-2024.	<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. 	<ul style="list-style-type: none"> During October, Council delivered a Seniors Festival which included community and council led events to promote positive ageing and improve overall health and wellbeing among older adults. Events included: <ul style="list-style-type: none"> International launch Day for Seniors Festival: 23 people attended. Intergenerational Tech Day: Five Seniors attended, and six students participated in the social connection activity where older community members learned new ways of using technology. Ageism Awareness Event: 15 people attended the event at Lethbridge Cricket Club. A Mystery Outing to the Eureka Centre in Ballarat: 20 participants attended. Geelong Regional Library Outing: 16 participants attended. Council has successfully launched an Accessibility map on the Council website. The map includes accessible picnic areas, toilets, shopping centres, services. Additional layers will progressively be added to the map in the coming months. Council held several intergenerational arts and craft activities to celebrate Children's week. Approximately 150 people attended. Council partnered with Geelong Regional Library Corporation (GRLC) for the Connect and Create Project. The project saw environmental dementia audits conducted by Dementia Australia at the Bannockburn and mobile libraries. The Create and Connect project has seen the delivery of eight free art and storytelling workshops aimed at promoting brain health and social connection, with 50 people attending the sessions throughout Quarter 1 and 2. Further sessions will be held in Quarter 3. Council celebrated International Day of Person with Disability (IDPWD) with a virtual and face to face morning tea at Haddon and Bannockburn. 30 people attended the event. Guest speakers included Latrobe Community Health, Barwon Disability Resource Council, and Linton artist Pamela Farey, who has a lived experience of a disability. Council continues to provide the Regional Assessment Service actioning My Aged Care referrals, assessments and supporting community members to navigate the Aged Care system. Council continued to lead the Active Ageing and Inclusion Internal and External Advisory Groups bi-monthly meetings. Across Quarter 2, Council Officers attended training opportunities to build awareness around prevalent issues including elder abuse. 	50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	→ 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.	<ul style="list-style-type: none"> • Build capability of internal leadership of GE Champions. • Implement an internal program to undertake Gender Impact Assessments across Council Business Units. 	<ul style="list-style-type: none"> • In Quarter 2, six Gender Impact Assessments were undertaken across Council. A total of nine have been completed across Quarter 1 and 2. • Council Officers commenced planning for online Relationships and Sexuality Education training for primary school teachers in partnership with Sexual Health Victoria. • Council has increased intersectional data collection to provide inclusive support for internal staff. • Training is now available on online system for all staff regarding unconscious bias, workplace diversity and gender equality. • Council has implemented a traineeship program that supports people in marginalised groups participate in local employment pathways to roles in Council. • Council promotes shared care responsibilities and flexible work arrangements for all staff. • Council has committed to the introduction of a fourth flagpole which allows Council to celebrate and provide representation on observance days. 	50%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	→ Promote and encourage activities that build awareness of gender diversity and support inclusion for LGBTIQIA+ communities.		<ul style="list-style-type: none"> • Council continues to support the Bannockburn College 'Pride Party' LGBTIQIA+ youth group. Planning is underway to hold monthly sessions at an additional venue in 2023. • Availability of LGBTIQIA+ training module is now available for staff to self-progress their awareness and understanding of LGBTIQIA+ issues. • Visibility of support at a Council staff level through rainbow pins and pronoun badges. • In Quarter 2, Council commitment to install a fourth flagpole which provides Council the opportunity to celebrate and demonstrate our support for significant annual celebrations (IDAHOBIT). 	50%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	→ Realise and promote the potential of young GPS residents.	<ul style="list-style-type: none"> • Delivery of programs at the Golden Plains Youth Hub including partnership development for new service provision. • Develop a 12-month Youth Development Action Plan. • Develop a Youth Development Strategy. • Municipal Early Years Plan. • A program of Shire-wide youth activities and events. • Development of Municipal Early Years Plan and commence implementation. • Engage and network with Active aged and inclusion and Youth/Health wellbeing teams to ensure access and support to families and children across the early year's programs and services. 	<ul style="list-style-type: none"> • 87 young people attended drop in program sessions that were delivered at the Golden Plains Youth Hub. The cumulative total is 277. • Council ran and facilitated activities for young people across the shire with 336 young people attending. • Co-location service delivery continued with a Youth Alcohol and Other Drug Support clinician from Barwon Child, Youth and Family engaged weekly at the Golden Plains Youth Hub. • A youth employment worker with (Westgate Community Initiatives Group) WCIG utilised the Golden Plains Youth Hub for appointments with plans to have a more regular presence in 2023. • Bannockburn College delivered a Leadership Program and a Wellbeing Intervention Group Program at the Golden Plains Youth Hub, 176 students participated. • Council ran a barbeque and undertook engagement activities at the Dereel Community Christmas celebration in partnership with Ballarat Community Health. • Council delivered an intergenerational Seniors' Month activity aimed at teaching older adults how to safely use smart devices and identify scams and dangerous links/emails. • Council is identifying themes, middle years sector needs and undertaking needs assessment amongst families. • Council held a number of activities for Children's Week at the Bannockburn Sports Centre, including Arts and craft activities connecting younger age groups with older adults creating an intergenerational connection. Approximately 150 people attended. • Council will commence development of the Early Years Municipal Plan when recent changes and reforms have been implemented and fully understood. 	50%

STRATEGIC DIRECTION 2: LIVEABILITY

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	Y2 2.1.1 Maintaining and improving our road and bridge networks → Advocate for further investment in roads infrastructure. → Implement Council's road and bridge upgrade programs.			50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT		<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. Stages 4 & 5 Meredith-Shelford Road. 	<ul style="list-style-type: none"> Phase 3 of the Local Roads and Community Infrastructure (LRCI) projects has commenced. Council continues to meet quarterly with the Department of Transport (DOT) to advocate for road improvements on maintenance roads throughout the municipality. Grant applications submitted and outcomes: <ul style="list-style-type: none"> Department of Transport (DOT) Blackspot Projects Submissions accepted for the 2023/2024 program. Department of Infrastructure bridge construction grant application submitted in Quarter 1 was unsuccessful. Road safety improvements associated with Northern Streetscapes Project was unsuccessful. This application was submitted to the Transport Accident Commission (TAC) in Quarter 1. Expression of Interest submitted to the Department of Transport (DOT) in December for the Safer Roads Program. Council is pending advise on success. 	50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT		<ul style="list-style-type: none"> Annual road renewal projects. Traffic or road safety infrastructure. 	<ul style="list-style-type: none"> The 2022/2023 Road and Bridge Upgrade Program continues to process as per schedule. Meredith-Shelford Road Stages four and five commenced in October and is 30% complete. Arthurs Lane Bridge and Tannery Road Floodway are scheduled to commence in early Quarter 3. Drainage projects at design phase with catchment assessments planned for areas impacted by flooding in October and November 2022. Council's Annual Reseal Program commenced 20% progress delays due to wet weather. 	50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	Y2 2.1.2 Advocate and plan for safe pedestrian, cycling and recreation paths and trails that reduce reliance on vehicles → Implement path and trail improvements to promote safe, active transport, including the Three Trails Project.			50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT		<ul style="list-style-type: none"> Implement the Tourism Comms strategy promoting the Three Trails intra-state and inter-state. 	<ul style="list-style-type: none"> Council continues active promotion of the Three Trails Network. Council engaged an external consultant to assist with the development of a Tracks and Trails Strategy to help guide future planning and investment, identify community need and address gaps in current provisions. Planning to upgrade and extend trails in Haddon were prioritised. Quotes were sought and the trail plan finalised. This project aims to improve the existing network and connect local amenities and open space areas to encourage physical activity and active transport. 	50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ Implement path and trail improvements to promote safe, active transport.	<ul style="list-style-type: none"> Safe commuter cycling options. Implementation of new footpaths in townships. Existing footpath and trail inspections, maintenance and replacement. Preparing a path strategy and assessment of funding strategies to identify off-road cycling and walking options. 	<ul style="list-style-type: none"> Council successfully applied for funding to develop a Tracks and Trails Strategy to help guide future direction and investment in this space and encourage physical activity. A Consultant has been appointed with the project due to be completed in Quarter 4. Planning for trail improvements is well progressed around the Haddon Lions Park to create a circular loop around the playground and parking area and connect to the Haddon Recreation Reserve. This project aims to improve the existing network and connect local amenities and open space areas to encourage physical activity and active transport. Maintenance of existing trails has continued. Following heavy rain throughout Quarter 2, inspections and maintenance work has increased. 	50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ Investigate sites and options to provide or advocate.	<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. 	<ul style="list-style-type: none"> Paths connecting townships, including further investigation of a Teesdale to Bannockburn path occurred through development of the Track and Trails Strategy. Work to install a gravel footpath at Ferrars Road, Rokewood, from the information board to the public toilet, was completed in Quarter 2. Footpaths outside of the Rokewood and Haddon Primary School's is scheduled to commence in Quarter 3. In partnership with Department of Transport (DOT) and Tawarri Estate developer, Mercer and Main Road in Teesdale is scheduled for an intersection upgrade and new bus stop. Works to commence in early Quarter 3. 	50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	Y2 2.1.3 Continue to advocate and explore transport options across the Shire			50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ Advocate to State and Federal Governments for improved public transport infrastructure and connected services.	<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. 	<ul style="list-style-type: none"> Council Officers participated in a working group with the City of Greater Geelong, City of Ballarat, Moorabool Shire Council and Committee for Ballarat to explore potential options to reinstate rail passenger services between Ballarat and Geelong coinciding with the Commonwealth Games. 	50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ Implement recommendations from the Shire wide Department of Transport (DOT) Study.		<ul style="list-style-type: none"> Council has completed and finalised the Golden Plains Transport Connections Study (though SMEC consultants). This report has been endorsed by Council and the Department of Transport (DOT) within the completed timeframe and budget. The report provides an evidence base to advocate for future funding opportunities to address recommendations and findings of the study. Further work to decrease current barriers and improve transport options is in progress. The increased use of Council buses for community activities has improved access to services and activities across community programming including positive ageing, health, wellbeing and youth activities. 	50%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	Y2 2.2.1 Provide, maintain and advocate for sustainable and accessible facilities that promote and enable healthy recreation, physical activity and social connection			50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	→ Implement Play Space and Sport and Active Recreation Strategies.	<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. 	<ul style="list-style-type: none"> Council Officers continue to attend regular committee meetings and Annual General Meetings, providing governance advice and support to volunteers. As part of Council's annual Recreation Volunteer Training Program, two online sessions were promoted and facilitated (Governance and Innovation Training). To support cycling and physical activity in the north of the shire, cycle racks were installed in Smythesdale. This infrastructure compliments recent upgrades along the Ballarat to Skipton Rail Trail. The services of an independent consultant to develop a site masterplan for Smythesdale Public Gardens and Brewery Dam has occurred, and work has commenced on the Tracks and Trails Strategy. In line with recommendations in the Play Space Strategy, Council Officers commenced planning for a sub-regional play space in Smythesdale, finalised draft designs for a play space upgrade in Lethbridge and completed the Ross Creek Recreation Reserve Play Space and Active Recreation Upgrade. Council actively participated in and contributed to the development of the updated G21 updated Tennis Strategy which is yet to be completed. 	50%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	→ 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.	<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. 	<ul style="list-style-type: none"> Planning for new infrastructure projects is occurring with consultants appointed to design concept plans for a new skate bowl and bike track in Bannockburn, a play space upgrade and new football/cricket changerooms in Lethbridge, a sub-regional play space in Smythesdale and cricket training facility in Meredith. Council Officers continue planning for the development of Inverleigh Active Youth Space, with a community consultation process facilitated and completed in Quarter 2. Tenders were received and awarded for the construction of new netball/tennis courts at Rokewood Recreation Reserve, detailed design for the Rokewood Community Hub and Pavilion upgrade and the construction of the Leighdale Equestrian Centre Undercover Arena. Draft concept plans were developed for the new Bannockburn Victoria Park Female Friendly Facilities (Netball changerooms and Football change upgrade) and changerooms for Lethbridge Recreation Reserve. A Masterplan for the Don Wallace Recreation Reserve in Teesdale was adopted by Council in October 2022 and coincided with a \$1.5 million State election pledge for the facility by Michaela Settle MP. 	50%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	Y2 2.2.2 Programs, initiatives and services to promote optimal health and wellbeing, including physical activity, healthy eating, mental health and social connection			50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	→ Facilitate healthy and active living by supporting low cost, place based recreational activities to promote inclusion, participation and connection.	<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. Implementation and promote Active Golden Plains. Develop and implement positive aging activities. Annual Senior Citizens Festival. 	<ul style="list-style-type: none"> The 'Active Golden Plains Program' was rolled out across the shire with over 100 individual activities promoted via a widely distributed calendar of activities. The program offered a variety of free or low-cost physical activity and recreation opportunities and targeted underrepresented groups, including women and girls and older adults. Council promoted the health promotion training program 'Unpacking the Man Box' to all GPSC Sporting and Community Clubs. This program focuses on building the skills and knowledge required to support young boys and men to lead happy, healthy, and safe lives and to break away from unhealthy expectations of masculinity. Council Officers supported consultations at the to engage local young people in the development of the Inverleigh Youth Space and Bannockburn BMX/Pump Track. Council Officers promoted opportunities to improve club environments through training programs with the Australian Drug Foundation and VicHealth, targeting the responsible use of alcohol, providing healthy food and drink options and the danger of smoking and e-cigarettes/vaping. At this time, community feedback suggests Park Run Ballarat caters for local runners and meets requirements. Council Officers will continue to monitor interest levels in the North of the shire moving forward. Exploring events with existing active community groups such as Men's Sheds, Neighbourhood Houses and Senior Citizen groups is ongoing to improve awareness and knowledge of positive health and ageing. This includes lead events such as 'Escape the Heat', a program which focuses on social connection and educating community on how to prepare for emergency including bushfires and heatwaves. 	50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ 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.	<ul style="list-style-type: none"> Sporting clubs. Committees of Management at halls and recreation facilities. Men's Sheds. Social and interest groups. 	<ul style="list-style-type: none"> Completing the roll out of the 2022 Council Volunteer Training Program included education sessions for community volunteers in the following areas; Sponsorship, Finance, Governance, Innovation and the Recruitment and retention of Volunteers. Council Officers have promoted several Volunteer E-Learning programs that focused on Risk Management, Introduction to Committees, and thinking Outside the Box (innovative thinking). Council Officers attend regular committee meetings and AGMs and support committees to develop long-term plans to improve facilities and encourage participation. This has included development of concept site plans for facility improvements at Lethbridge Recreation Reserve, Bannockburn Victoria Park, Woody Yaloak Recreation Reserve and Woody Yaloak Equestrian Centre and masterplans at Don Wallace (Teesdale) Recreation Reserve and Smythesdale Public Gardens and Brewery Dam. 	50%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	→ Support programs, initiatives and partnerships that promote and advocate for healthy eating and drinking and access to safe, affordable and nutritious food.	<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. Identify inter-generational program opportunities. 	<ul style="list-style-type: none"> Council delivered the Super Veggie four, 30 Day Challenge at six events, with 190 children being registered for the Challenge. The Choose Water Every Day and the Super Veggie Four program continued to be promoted at the Bannockburn Farmer's Markets. Barwon Water will continue to provide refill water stations at 2023 Farmer's Markets. The Victorian Kids Eat Well campaign continues within local schools, with the Bannockburn College registering for the campaign. Council established an edible garden at the Golden Plains Youth Hub, encouraging young people to make healthy sustainable food choices. 	50%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	Y2 2.3.1 Identify areas across the Shire that balance future urban growth whilst maintaining rural and township character			50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ 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.		<ul style="list-style-type: none"> Draft Growing Places Strategy considers a mixture of growth scenarios most appropriate for this municipality. A number of technical documents have been prepared to inform the Strategy and consider Character of each town, hierarchy of towns and agriculture in the context of population increase. Affordable and Social Housing is being considered as part of new developments in Bannockburn. 6% social housing is being pursued in the Bannockburn South East Precinct Structure Plan and Bruce Creek West. Bruce Creek West development is also proposing the use of a Small Lot Housing Code which will facilitate more affordable housing. 	50%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ Implement Strategic Land Use Planning	<ul style="list-style-type: none"> Prepare Smythesdale & Cambrian Hill Structure Plans. Prepare Shire Wide Settlement Strategy. Prepare Shire Wide Development Contributions Framework. Undertake a review of the Golden Plains Planning Scheme. Prepare Teesdale Flood Study. Prepare a Shire Wide Open Space Strategy. 	<ul style="list-style-type: none"> Smythesdale Structure Plans on hold until further progress is made with the Draft Growing Places Strategy. Cambrian Hill rezoning application being considered by DELWP's Development Facilitation Program (DFP). The Draft Growing Places Strategy is progressing well. 80% of the technical documents have been completed. A scenario for growth is being developed and officers will have a draft strategy for community engagement late March or April 2023. Scoping study completed for the Shire Wide Development Contributions Framework. Mesh consultants now preparing an Development Contributions Implementation Plan. Review of the Golden Plains Planning Scheme completed. Planning Scheme Amendment to incorporate the recommendations proposed to commence in Quarter 3 with assistance from the Regional Hubs (DTP). Teesdale Flood Study, 70% completed. Awaiting draft report from consultants Watertech. No actions have commenced on the Shire Wide Open Space Strategy. 	50%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ Manage planning applications, subdivisions and implement planning controls in accordance with the Planning Scheme.		<ul style="list-style-type: none"> Quarter 2 update: <ul style="list-style-type: none"> Council received 64 new planning permit applications and determined 104 applications in Quarter 2. 47% of applications were completed within 60 days. The total estimated cost of works for permits issued was \$23,935,860. Year to Date update: <ul style="list-style-type: none"> Council have received 197 new planning permit applications and determined 181 applications to date. The total estimated cost of works for permits issued is \$41,245,568. 	50%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	Y2 2.3.2 Ensure and provide infrastructure to accommodate and service existing and developing communities across the Shire			50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ Advocate for and provide new and upgraded infrastructure projects across the Shire.	<ul style="list-style-type: none"> Implementing infrastructure works outlined in Council's Capital Works Program. Projects, subject to external funding, including Hendersons Rd Bridge, Ross Creek Play and Active Rec Upgrade and Leighdale Equestrian Centre Upgrade. Actively seek funding opportunities for infrastructure development and/or renewal. 	<ul style="list-style-type: none"> New drainage works for several locations are at design phase. This includes catchment assessment at locations where flooding occurred during October and November 2022. Upgrade of Golden Plains Civic Centre (GPCC) carpark, servicing the Bannockburn Children's Centre to commence in early Quarter 3. New footpath works scheduled for early Quarter 3 in Rokewood and Haddon. Additional paths planned pending design and community engagement at various locations. New community infrastructure projects planned and in design phase with some pending grant funding. In Quarter 2, several recreation based capital projects have been completed including: Ross Creek Play Space and Active Recreation Upgrade, Bannockburn Bowls Upgrade, Linton Play Space Upgrade, Napoleons and Don Wallace Recreation Reserve (Teesdale) Tennis Court improvements. The Leighdale Equestrian Centre Upgrade is in tender phase. Facility improvements completed under Council's Open Space Program include works in Pittong (BBQ facilities) and Linton (Observation Deck and picnic facilities). Council successfully applied for \$200,000 under the State Government's 'Living Local Funding Stream' to upgrade the Lethbridge Play space (total project cost \$400,000). 	50%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ 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.		<ul style="list-style-type: none"> The Draft Growing Places Strategy considers residential growth in conjunction with Industrial and Commercial opportunities. Council Officers are seeking to engage a consultant to consider the feasibility of expanding the Commercial Zone in the existing Bannockburn Town Centre. The new Bannockburn South East Precinct Structure Plan identifies a secondary retail node. The rezoning to facilitate the expansion of the Bannockburn Industrial Estate is progressing. The Growing Places Strategy considers opportunities for additional commercial and industrial land. 	50%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ 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.		<ul style="list-style-type: none"> Work continued on a Development Contributions Implementation Plan/ Roadmap. Development Contributions are being sought for Bannockburn South East Precinct Structure Plan, Bruce Creek West, Bannockburn Industrial Estate Expansion, Ormond Road Bannockburn, Cambrian Hill and the Terrier Road Inverleigh Subdivision. 	50%
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	Y2 2.4.1 Provide high quality public spaces and infrastructure			50%
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	→ Provide and advocate for safe and attractive design to preserve and improve rural and urban character.	<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. 	<ul style="list-style-type: none"> Road and Drainage maintenance works increased significantly due to the recent storm and flooding events in October and November 2022. Teams with the support of contractors are actioning repairs as quickly as possible to provide safe access for all road users. Annual roadside slashing program has commenced, with some delays due to storm events. An upgrade to landscaping at the High Street, Geelong Road and Clyde Road Roundabout in Bannockburn is now complete making it safer and easier for Council Officers to maintain. Council have worked in collaboration with GenU to undertake landscaping in townships. Councils Tree planting program is underway and tree maintenance to ensure safe roadsides has commenced. Reserve amenity works and furniture upgrades are in planning or delivery at the Bruces Creek Viewing Platform, Leigh River Reserve Lookout, Edinburgh Reserve Linton, Lethbridge Lakes Amenity Block and Boardwalk Upgrade. 	50%





Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	Y2 2.4.2 Maintain the amenity and cleanliness of townships, roadsides and public spaces → Service, maintain and renew assets to provide usable and attractive public spaces that support a variety of social and community uses and safety.			50%
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025		<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. 	<ul style="list-style-type: none"> • Councils Drainage Management Program has been delayed due to flood events throughout October and November 2022. • Mowing and grass slashing programs well underway. Program is being undertaken by both Council Officers and external contractors. • Dumped rubbish removal is an ongoing task that Council Officers action monthly. • Council Street sweeping program continues throughout Quarter 2. 	50%



STRATEGIC DIRECTION 3: SUSTAINABILITY


Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	Y2 3.1.1 Ensuring our native vegetation, ecosystems, flora and fauna and old growth trees are healthy and protected			50%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	→ Ongoing review and implementation of Council's Environmental Strategy 2019-2027.	<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. 	<ul style="list-style-type: none"> Council continues a systematic review of all actions in the Environment Strategy. Highlights for Quarter 2 includes the adoption of the Climate Emergency Plan and the Moorabool Reserve Master Plan Development. 	50%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	→ Preserve and protect native vegetation and assess potential environmental impact of developments, including through appropriate land use planning, developer contributions and vegetation offsets.		<ul style="list-style-type: none"> Council Officers work closely with the Statutory and Strategic Planning teams to ensure planning work is referred through to ensure vegetation is protected and environmental impacts are managed. Three major developments which are being assessed include, Bannockburn South East Precinct Structure Plan, Bruce's Creek West Development and the Bannockburn Industrial Estate Development. 	50%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	Y2 3.1.2 Value, promote and preserve our cultural and natural heritage for future generations			50%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	→ Implement initiatives to protect the cultural and natural heritage of Golden Plains Shire.	<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. 	<ul style="list-style-type: none"> Council continues to strengthen a partnership with Mirriyu Cultural Consulting (based in Haddon), meeting monthly in planning and delivery of an Indigenous art and cultural program in Linton and have identified expansion of the program across Golden Plains Shire during 2023. Council Officers are in discussions with the Victorian Collections to upload the Golden Plains Civic Collection to their online platform, increasing accessibility to the collection locally, nationally and internationally. Council is currently supporting the Linton Historical Society in planning the launch of the Victorian Women's Public Art Program funded commission of a major sculpture (Vera Scantlebury) in the Avenue of Honour, with the Office for the Minister of Women. Council continues to support RMIT in the development Golden Plains Stories as well as facilitated relationships with historical societies in Inverleigh, Linton, Corindap and Meredith. 	50%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	Y2 3.2.1 Provide sustainable and efficient waste management services			50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Continue to 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.		<ul style="list-style-type: none"> Council continues to be involved in regional waste projects. 	50%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Continue with the implementation with initiatives from the Waste and Resource Recovery Strategy 2020-2030.	<ul style="list-style-type: none"> Responsive household waste collections services – garbage and recycling. Ongoing consideration for treatment of FOGO through collaboration with the Regional Renewable Organics Network. Landfill management and rehabilitation. Public/ community litter bins and services delivery. 	<ul style="list-style-type: none"> New kerbside collection contract commenced on 06 October 2022. Council and contractor implemented a new customer requests category to improve delivery of the services. Council progressed the work on reviewing waste services for the introduction of future services. Council updated the waste policy to change the ownership of new bins to Council. 	50%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	Y2 3.2.2 Investigate options for the disposal of hard waste and prevention of illegal dumping			25%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Respond to incidences of illegal dumping and respond with different approaches to prevention and enforcement.		<ul style="list-style-type: none"> Ongoing work to respond to illegal dumping continues and a new process is being developed to assist Council Officers address illegal dumping incidents. Process will be implemented in Quarter 3. 	50%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Review of the Waste Strategy to review hard waste initiatives and opportunities.		<ul style="list-style-type: none"> Progress on this Council action is scheduled to commence in Quarter 3 and 4. 	0%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	Y2 3.2.3 Education and promotion of responsible behaviours to reduce waste to landfill			50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Continue engaging with community and businesses on waste reduction strategies and responsible waste disposal options.	<ul style="list-style-type: none"> • Increase recycling and reduce recyclables contamination. • Curtail incidents of illegal dumping. • Encourage appropriate disposal of hazardous materials. • Continuation of the Waste Education Officer position to provide education opportunities with the community. 	<ul style="list-style-type: none"> • Council continues the delivery of the Waste Communication Plan and continues educating staff with best practice for recycling. In Quarter 2, Council updated and approved an internal Single Use Plastic policy. 	50%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	Y2 3.3.1 Conduct land management practices and behaviours that enable a safe and thriving natural environment			56%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	→ Continue to work with private landowners and businesses to educate and partner in appropriate and sustainable land management, agriculture and natural resource practices.		<ul style="list-style-type: none"> • Council regularly responds to enquiries from residents about sustainable land management, agriculture and natural resource practices. In Quarter 2, Council participated in community rabbit baiting program and conducted mail out on behalf of local Landcare. 	50%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	→ Protect the health of waterways and facilitate sustainable water use through implementation of water security initiatives in the Environmental Strategy 2019-2027.		<ul style="list-style-type: none"> • Council continues to work with the Barwon and Central Highlands Integrated Water Management (IWM) Forums. • The development of the Bannockburn Integrated Water Management (IWM) plan project continues through Quarter 2. • Council is working with Corangamite Catchment Management Authority (CCMA) on the Kitjarra-dja-bul Bullarto langi-ut project to help plan and protect waterways in the South of shire. • The Moorabool River Reserve Master plan commenced in Quarter 2. 	50%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	→ Undertake activities that reduce the risk of wildfires and flood events.	<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. 	<ul style="list-style-type: none"> • Council Officers have conducted the first round of Fire Hazard Inspections in the municipality, with over 380 Fire Prevention Notices issued. • Council staff and contractors finalised the roadside slashing program. • Council Officers have been working with CFA and participated in a local Fire Ready Expo to engage and educate the community when it comes to Council's role in an emergency. • Following flood events in October and November 2022, catchment studies have been identified for affected areas in Inverleigh, Teesdale and Bannockburn. 	75%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	 Undertake pest plant and animal management control programs and community education to target and reduce the prevalence of invasive species in natural systems.	<ul style="list-style-type: none"> Delivery of an Invasive Weed Strategy and Action plan. 	<ul style="list-style-type: none"> Council participated in community rabbit baiting program and conducted mail out on behalf of local landcare. Council continues to work with, and support of the Environmental Volunteers and Agency network to support volunteers and community groups tackling environmental issues. On ground works continue to manage pest, plants and animals in public spaces across the municipally. To encourage landholders to address pest plant issues, Council continues to issue on going correspondence to landholders. 	50%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	Y2 3.3.2 Support and partner with the community on environmental initiatives 			50%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	 Ongoing building awareness and capacity of communities to respond to local environmental issues and to implement sustainable practices.	<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. 	<ul style="list-style-type: none"> Council continues to work with, and support of, the Environmental Volunteers and Agency network to support volunteers and community groups tackling environmental issues. Council supported the Bannockburn P-12 College environmental awareness class. 	50%
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	Y2 3.4.1 Implement approaches to address and mitigate climate change 			50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	 Tackle climate change and its impact on health.	<ul style="list-style-type: none"> Implementing the initiatives from the Emission Reduction Action Plan, including: <ol style="list-style-type: none"> Delivering and implementing the Climate Emergency Plan. 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. 	<ul style="list-style-type: none"> Council endorsed the Climate Emergency Plan (CEP) in October 2022. Work is ongoing to undertake mitigation measures (reducing carbon emissions through the Victorian Energy Collaboration, solar installations) and adaptation measures (the Regional Climate Adaptation Strategy for the Grampians was released in December 2021). Council continues to work with the Barwon South West Climate Alliance (BSWCA) which will lead to further mitigation and adaptation projects in the region. Council has started early collaboration work with other Councils for the development of a fleet transition plan. 	50%
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	Y2 3.4.2 Promote and encourage the use of sustainable and clean energy and technology 			50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	 Further develop projects and initiatives that encourage the use of renewable energy and carbon neutral practices.	<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 example. 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 (example. household solar, windfarms). 	<ul style="list-style-type: none"> The Barwon South West Climate Alliance continues 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 endorsed the Climate Emergency Plan (CEP) in October 2022. Plan contains actions to reduce energy consumption and mitigate the impact of Climate Change. 	50%

STRATEGIC DIRECTION 4: PROSPERITY

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	Y2 4.1.1 Support the development of young children and their families			50%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Identify Funding for Kindergarten Infrastructure	<ul style="list-style-type: none"> Applications for building block grant for at least two facility extensions Haddon and Teesdale. Including grant application concept and detailed planning and community/service user consultation incl construction. Preparation including planning and concepts, community (user) consultation for new service in North of Shire and South Bannockburn. 	<ul style="list-style-type: none"> Council continues to work with the Department of Education and the Victorian School Building Authority on Infrastructure Projects. Grant applications submitted for Teesdale and Haddon Projects. Bannockburn project is pending confirmation of placement of drainage and modular adjacent current facility. Council is currently liaising with Eureka Kindergarten Association on location for decant of children and program. 	50%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Provide services, infrastructure and support to enable health, wellbeing and development in early years.	<ul style="list-style-type: none"> Maternal and Child Health. Community Playgroups. Supported Playgroups. Parenting support groups. Implementation of funded three years of reform. Delivery of quality and assessable early years services and advocate for essential services and childcare options for families across the shire. 	<ul style="list-style-type: none"> Following a review of Supported Playgroups and New Parent Groups Council have increased services for families to access. There are now 3 Supported Playgroups (2 South and 1 North). New Parent Groups have also increased with new facilitator support. Sleep and Settling Programs continue providing families with support including group, face to face and in home. Providing families with this valuable support allows them to have the skills to promote sleep and development. 113 hours have been provided to families on sleep and settling. Vulnerable families are supported through the Enhanced Maternal Health Program as well as Supported Playgroups and Small Talk one on one sessions in the family home. 100 hours have been accessed by 34 families this quarter assisting the development of the Shire's most vulnerable families. Council will implement a new program titled INFANT assisting in educating families under 2 years on the benefits of nutrition and healthy eating, decreased screen time and increased activity. Ongoing enrolments continue for 15 hours of funded kindergarten for 3 year old and 4 year aged children. Council Officers at Inverleigh and Meredith commenced developing oral language; school readiness funding program. Council Officers are working on engaging with facilitators to increase Family Day Care services within the shire for families to access. 	50%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	Y2 4.1.2 Enable access to education, learning and skill development through all stages of life			50%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Advocate to Government, business and service providers for investment and programs to support education.	<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. 	<ul style="list-style-type: none"> Initial discussions with Berrybank Windfarm resulted in invitation to contribute to the Entrepreneurship Development Program being developed by RMIT University to move the program from an academic focus to a commercial focus. Program redesign workshop to be scheduled by Berrybank early Quarter 3. 	50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Collaborate with learning centres, local groups and activities to promote skill development opportunities including with Emergency Services, Mens Shed's and Interest Groups.		<ul style="list-style-type: none"> During Quarter 2, Council Officers assisted local group of residents to develop a project plan, budget and grant application for the development of a Moosaic Art Trail incorporated in the Ballarat/Skipton Rail Trail at Smythesdale. 	50%
	→ Investigate partnerships with TAFE and higher education providers to service the Golden Plains Shire community.	<ul style="list-style-type: none"> Course offerings. Locations within the Shire. Transport to learning providers. Online options. 	<ul style="list-style-type: none"> Initial discussions with Berrybank Windfarm resulted in invitation to contribute to the Entrepreneurship Development Program being developed by RMIT University to move the program from an academic focus to a commercial focus. Program redesign workshop to be scheduled by Berrybank early Quarter 3. 	50%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Provide fixed and mobile library services in partnership with Geelong Regional Library Corporation (GRLC).		<ul style="list-style-type: none"> Council Officers continue to strengthen relationships between internal units of Council and the library to enhance service/ partnership offerings and promote increased participation. This has been demonstrated through the development of various projects specifically being delivered in line with GRLC Strategic Plan and Council's Arts, Culture and Heritage Strategy, Municipal Health and Wellbeing Plan, Active Ageing and Inclusion Plan and Reconciliation Action Plan. Council Officers continue to work with Geelong Regional Library Corporation (GRLC) to deliver 'Create and Connect' program at Bannockburn library and through the mobile library service. Multiple sessions were delivered across two program activities (Brain Health and Social Connection Arts Sessions and Story Telling Art Workshops) with further sessions being delivered in February and March 2023. Council continues to progress the project for purchase and fit out of a new Mobile Library Van through the State Government Living Libraries Funding program. A Project Control Group (PCG) has been established to monitor the delivery of the project against agreed milestones with the funding body. Consultations commenced with internal stakeholders in further development of specific requirements of the infrastructure (van and fit out) to align with future delivery of the service. The community consultation and feedback process has been delayed. Design of the engagement plan will commence in January and delivery of engagement activities through Geelong Regional Library Corporation across Golden Plains Shire will commence in February 2023. 	50%
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	Y2 4.2.1 Provide support to local businesses including farms and small business			50%
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	→ Consider opportunities to further support locally based businesses and suppliers.	<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. 	<ul style="list-style-type: none"> Council instigated a Buy Local Campaign during December for pre-Christmas trading. During Quarter 2 Councils relationship management 'Monitor CRMS' software for Economic Development was commissioned. This Economic Development subscription helps to manage a database of engaged businesses across the region. No action on the procurement and tendering process during Quarter 2. No action on promotion and support of healthy and sustainable local food systems during Quarter 2. 	50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	→ Implement the new Economic Development, Tourism and Investment Attraction Strategy 2022-2032, including ongoing support for small business and agriculture.	<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. Continue investigations with RDA/Grampians and RDV regarding priority projects resulting from the Agriculture Value Add and Supply Chain Analysis. 	<ul style="list-style-type: none"> New Economic Development, Tourism and Investment Attraction Strategy 2022 - 2032 adopted by Council in Quarter 2. Initial implementation activities in business support, tourism and investment attraction commenced throughout the quarter. Formal implementation planned for Quarter 3. Contributing to the municipality LoRaWAN initiative, in preparation for presentation to business and agricultural sectors. 	50%
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	→ Support events and activities that promote, showcase and connect local businesses.	<ul style="list-style-type: none"> Determining the future delivery model and Council support for the Golden Plains Farmers and Twilight Markets. Business development and regional networking events to build capacity of local business and producers. Review support provided to businesses through COVID 19 and avian influenza and consider recovery assistance mechanisms. 	<ul style="list-style-type: none"> Council facilitated a series of Northern Business Network Meetings and continues provided support to the Bannockburn and District Chamber of Commerce in accommodation and financial support. 	50%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	Y2 4.3.1 Support initiatives for local shopping and hospitality businesses			50%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	→ 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.		<ul style="list-style-type: none"> Council Officers working in township maintenance continue ongoing work in this space. Inverleigh Tree Replacement Program is progressing with the type of trees narrowed down for selection by the community. Final plan will be presented to Council in February 2023. Northern Township Streetscape Improvement project was adopted by Council. Officers are planning roll out of improvements and preparing plans for community input. 	50%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	→ Investigate the provision and rezoning of land to attract developers, business and employers including those that provide retail and hospitality opportunities.		<ul style="list-style-type: none"> Bannockburn Town Centre commercial land feasibility study to commence late Quarter 3. New retail centre proposed in the Bannockburn South East Precinct Structure Plan. Industrial Land Supply analysis completed as part of the Draft Growing Places Strategy. Further advice has been provided to various individuals and agencies around Industrial Land Supply and existing shortages. 	50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	Y2 4.3.2 Identify and promote activities that attract visitation and tourism → Progress and explore actions of the Economic Development, Tourism and Investment Attraction Strategy 2022-2032.			50%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS				50%
4.4 LOCAL EMPLOYMENT AND TRAINING	Y2 4.4.1 Assistance and incentives for businesses to provide for local employment			50%
4.4 LOCAL EMPLOYMENT AND TRAINING	→ Advocate with local businesses, chambers of commerce and employers to target and promote local employment outcomes, including social enterprises.		<ul style="list-style-type: none"> Council provided statistical future employment data to Strategic Planning Officers in relation to the Gheringhap Employment Precinct and the Growing Townships Strategy. 	50%
4.4 LOCAL EMPLOYMENT AND TRAINING	→ Work with partners to deliver short term courses, internships and job training opportunities for ratepayers and residents, including promoting the use of Council facilities.		<ul style="list-style-type: none"> Council Officers delivered the Get Online event at the Digital Hub in October 2022. 	50%
4.4 LOCAL EMPLOYMENT AND TRAINING	Y2 4.4.2 Deliver initiatives that support local training and job opportunities in Golden Plains Shire			50%
4.4 LOCAL EMPLOYMENT AND TRAINING	→ Continue to operate and review the Digital Hub to enable connectivity.	<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. 	<ul style="list-style-type: none"> The Digital Hub in Smythesdale continues to be a working space for sole traders and community members at no cost. This quarter the Digital Hub was booked for a total of 128 hours. Community awareness of the Digital Hub and ongoing marketing will commence in Quarter 3. 	50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
4.4 LOCAL EMPLOYMENT AND TRAINING	→ Provide Council based opportunities and potential employment pathways for local residents.	<ul style="list-style-type: none"> Apprenticeships, internships and traineeships. Connecting with schools and young residents to promote the diversity of Council activities and career options. Council's work experience program. 	<p>Implementation of traineeship program with LG Pro and Brotherhood of Sanit Laurence has commenced.</p> <ul style="list-style-type: none"> Three trainees to commence as part of the pilot program, start date is beginning of January in Quarter 3 Two trainees reside in Council's boundaries, one in Bannockburn and one in Smythesdale Trainee opportunities were particularly focused on candidates from marginalised backgrounds and has provided employment pathways for individuals with a disability, individuals who are young females, and individuals from non-English speaking background. <p>Activities scheduled to occur next include:</p> <ul style="list-style-type: none"> Development of a traineeship and apprenticeship program for Outdoor operational roles Work experience programs with local schools Ongoing work on the graduate program and pathways Ongoing work on professional placement opportunities 	50%
4.4 LOCAL EMPLOYMENT AND TRAINING	→ Strengthen communities and provide skill development and participation opportunities through delivery of Council's volunteer program (subject to the Best Value Review outcome).		<ul style="list-style-type: none"> Council in partnership with Jumpleads; an external training provider, delivered a six-week volunteer program, 'Expand your Impact'; an online collaborative initiative supporting people and their communities to grow their success. The first round was delivered from the 19 October to 23 November. Round 2 of the program will be delivered across March and April 2023. Council Officers successfully delivered a new induction and safety process for the Beautify Bannockburn Volunteer program and are continuing to develop and review onboarding process and procedures for Council Volunteers. 	50%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	Y2 4.5.1 Identify and advocate for investment opportunities, partnerships, projects			50%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	→ Advocate for improved digital connectivity for residents across the Shire including better access to the NBN and mobile telephone reception.		<ul style="list-style-type: none"> Council Officers continue to liaise with NBNCo representatives. Discussions with community engagement representatives for Golden Plains Windfarm regarding the potential funding for a new Telstra tower at Rokewood, commenced in Quarter 2. Inverleigh was nominated for the Connecting Victoria project. Connecting Victoria will enable more businesses to take advantage of digital opportunities with more reliable, better value broadband in more places, including popular shopping streets and business parks. Further update to be provided in Quarter 3. 	50%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	→ Develop and implement the Economic Development, Tourism and Investment Attraction Strategy 2022-2032.	<ul style="list-style-type: none"> State and Federal Government investment. Private business/industry investment. Innovative, new and value add practices. 	<ul style="list-style-type: none"> Golden Plains Shire Council's Economic Development, Tourism and Investment Attraction Strategy 2022 - 2032 adopted by Council in Quarter 2. Formal implementation practices will commence in Quarter 3, following the requirement of a Senior Economic Development Officer. 	50%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	→ Seek to further develop and promote public/private partnership opportunities with businesses including Berrybank Windfarm and launch the Berrybank Windfarm Community Grants Program.		<ul style="list-style-type: none"> Through the State Government Living Local Regions grant program and a cocontribution from Berrybank Windfarm, Council facilitated the reopening of the Smythesdale GP Clinic. Berrybank Windfarm Community Grants Program launched in Quarter 2, with Year 1 funding provided to a number of local community groups. 	50%

STRATEGIC DIRECTION 5: LEADERSHIP

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	Y2 5.1.1 Provide timely and effective communications about Council services and activities to community and stakeholders			50%
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	→ Communicate issues and opportunities with the public across a wide variety of accessible and functional platforms.	<ul style="list-style-type: none"> • Social media. • Website/s. • Printed publications. • Digital Newsletters. • Advertising and marketing. • Media activities. • Review Council's communications and communication platforms through metrics, surveys and feedback. 	<p>Council continues to utilise several platforms to communicate with the community. Information is communicated using the following portals:</p> <ul style="list-style-type: none"> • The Gazette a bi-monthly print and e-newsletter • Engage a monthly e-newsletter • Media Releases • Weekly Golden Plains Times Advertisements • Social Media (Facebook, Twitter, Instagram and LinkedIn) • Website • Customer Experience Hubs • Direct mail out, including printed media outlets, notices and EOI's • Project specific in person forums and community pop up sessions • Corporate reporting 	50%
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	Y2 5.1.2 Enhance deliberative engagement to inform and involve community in Council decision making			50%
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	→ Consult with the community and provide early engagement on Council decisions and issues of local interest.	<ul style="list-style-type: none"> • Development and implementation of the Communications and Engagement Strategy. • Utilisation of the Community Engagement Register, Council communication channels, existing Council networks and community stakeholders. • Planning, providing and promoting direct Councillor engagement opportunities. • Encouraging community and stakeholder involvement in engagement and advocacy campaigns. • Continue to undertake and evaluate community engagement activities. 	<p>Council facilitated the following community engagement activities throughout October to December 2022:</p> <ul style="list-style-type: none"> • Have Your Say – Domestic Wastewater Management Plan • Shape the 'Lead' – Co-design Council's Young Women's Leadership Program • Golden Plains Shire Council Community Awards • Inverleigh Tree Succession Plan • Have Your Say – Bannockburn Bike Park • Have Your Say – Moorabool River Reserve Masterplan Survey • Community Leadership Program Expression of Interest • Active Ageing and Inclusion Advisory Group Expression of Interest • FReeZA Summer Sessions Expression of Interest • Community Crime Safety and Social Perceptions Survey • Unpacking the Man Box Registration • Have Your Say - Smythesdale Sub-Regional Play Space <p>Other major engagements which occurred in July to September included, the Economic Development Strategy, Climate Action Plan and Inverleigh Street Tree Replacement Program.</p>	50%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	Y2 5.2.1 Council will operate in an open and transparent manner			50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	→ Implement good governance and decision making processes and meet all legislative requirements.	<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. 	<ul style="list-style-type: none"> Continual improvements of Governance Rules identified with further improvements tabled at Councillor Briefing in December 2022 and to be considered at February 2023 Council meeting. Full audit and review of delegations and authorisations completed, ensuring that relevant officers have the required authorisation to fulfil their responsibilities. Review of Freedom of Information Part II statement completed and updated document published on website. Council meeting schedule and Council committee delegates determined for 2023 to allow Council decision making to continue. Creation of terms of reference standard/template for advisory committees underway, with draft in progress. This will standardise the governance and decision making framework for all advisory committees and determine process for establishing committees in future. Further opportunities for development identified including review of Councillor Code of Conduct, policy and procedure framework and property management framework, as well as internal capability building and development. 	50%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	Y2 5.2.2 Ensure responsible and sustainable financial, asset and risk management			50%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT		→ Implement and review Council's Risk Management Framework and ensure all key risks have been measured and adequately controlled.	<ul style="list-style-type: none"> Due to the scale of the work required, work has continued with the external consultant to implement the risk management framework. Consolidation of risk areas identified at the strategic risk workshops with management team has continued. Control identification and development of monitoring and assurance processes will follow. 	50%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT		→ Implement policies, processes and initiatives that deliver long-term financial sustainability.	<ul style="list-style-type: none"> Implementation of 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. 	50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	→ Manage Council and community assets.	<ul style="list-style-type: none"> Adoption of the Asset Plan in accordance with the Local Government Act 2020. Migrate asset inspection programs to Assetic Maintech including the annual road and footpath inspection program. 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. 	<ul style="list-style-type: none"> Road hazard inspections commenced in November 2022 and were completed in early December. Footpath inspections commenced in December. Currently working on assigning work orders from the road hazard inspections to the relevant crews and officers for actioning. Work continues refining the Assetic Predictor Modelling for buildings, with select sites visits completed to update condition data. This will soon be updated in the model to help prepare a new 10 year works program. Recreation and community facility maintenance schedules are being completed across sites based on inspections and condition data, management agreements and site Master Plans. 	50%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	Y2 5.3.1 Council service delivery is efficient and responsive to the needs of the community			83%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	→ Continue to streamline and improve Council's ICT systems and processes.	<ul style="list-style-type: none"> Embed Council First system into Council operations. Evaluate and implement online service delivery options. Enhance operations around GIS systems. Other system reviews as required by operational plans. Implement and embed the Council Customer Service Strategy. 	<ul style="list-style-type: none"> Smart Shires project with Hepburn and Moorabool Council's has completed procurement stage, with the lead vendor Meshed, awarded the contract. Initial orders have been placed and project plan initiated. 30+ sites have been submitted to Radio Frequency Analysis phase to decide on site placement. In addition, final funding amount has been received from State Government. The Geographic Information System (GIS) Capability Strategy has been adopted and a subsequent Expression of Interest is out to market. The Core System Transformation Project has progressed full software requirements specifications, with quotes received for CRMS and Finance systems. SharePoint Records procurement is being wrapped up currently. All configuration work to start in the new year. The Wide Area Network upgrade project has been completed. Security review of Active Directory completed. 	50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	→ Improve the customer experience and build commitment and accountability to service standards and timely responsiveness through the implementation of the Council Customer Service Strategy.		<p>The Customer Experience (CX) Strategy 2022 – 2026 was adopted by Council at its meeting on Tuesday, 26 April 2022.</p> <p>The CX 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.</p> <p>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. CX 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> <p>Work has continued through 2022/2023 to implement the action plan of the CX Strategy this has included;</p> <ul style="list-style-type: none"> • Rebranding Customer Service to Customer Experience with the introduction of a Coordinator, change in titles and updated position descriptions occurred this quarter. This assists to create wider awareness of CX across the organisation and create CX champions in the business. • Re-branding of customer spaces to Customer Hubs has occurred, to ensure customers have a single point of contact for all interactions with Council either in person/ via email or online. • Continuing work on how to capture customer feedback, by completing research to identify possible benchmarking and feedback tools. • Working internally within the organisation to strengthen contact handling processes for customers to ensure well defined workflows for customer interactions. • Utilising the Take a Bow program to celebrate Service Excellence across the business and highlight positive customer outcomes 	100%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	→ Provide a suite of customer-friendly resources to inform and educate the community and Provide a suite of customer-friendly resources to inform and educate the community and build understanding of regulations, Council service requirements and processes.	<ul style="list-style-type: none"> • Complaints handling Charter and to refresh and embed onto the Council website. • Delivery of the Council First Project. 	<ul style="list-style-type: none"> • Council's website has been updated to a more user-friendly format for customers to visit and interact with. The organisation is continuing to review and tweak the website to optimise customer experience. • An Online Customer Hub has been developed, allowing customers to navigate to and see information regarding Customer Experience, Complaints and Submitting Requests. • The new online forms are being utilised by customers to use to update personal details, allowing customers easy access to update their details without the need to use manual forms. 	100%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	Y2 5.3.2 Provide for a safe working environment and develop a productive and skilled workforce			50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	→ Implement People and Culture and organisational development activities.	<ul style="list-style-type: none"> • Workforce planning. • Attraction and retention of employees. • Upskilling and providing growth opportunities to staff. • Further activities to embed and promote the organisational Vision and Values. • Workplace Health and Safety procedures and wellbeing initiatives for a productive and healthy workplace. • Regular staff workplace surveys. 	<p>The People and Safety and Organisational Development divisions have continued a solid focus on implementing effective and valued people and organisational development initiatives. Work undertaken in the quarter includes:</p> <ul style="list-style-type: none"> • Finalisation and implementation of Council's Enterprise Agreement including backpays over an 18-month period. • Review and delivery of the Years of Service framework with 36 staff recognised for their tenure of service against Council's milestones. • Standing Ovation, Council's annual recognition program, celebrating the achievement of staff in three categories: <ul style="list-style-type: none"> • Community Impact • Organisational Impact • Group Impact • Collaborative review of Council's Induction Program across key stakeholders of the organisation with the proposed program to be finalised in Quarter 3. • Implementation of a Practical People Leadership development and coaching program. • Employee Engagement Survey. <p>Activities scheduled for Quarter 3 include:</p> <ul style="list-style-type: none"> • Action planning and implementation on feedback from Employee Engagement Survey. • Strategic Workforce Planning Review including the finalisation of 2023/2024 new roles. • Development of an Organisational Development Strategy. • Development of a Safety and Wellbeing Strategy. • Review of Council's Flexible Work policy and procedure. • Commencement of Values Commitment workshops across Council. • Quotation and selection of a system provider to support the Annual Performance Review and Learning and Development programs. 	50%
5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE	Y2 5.4.1 Plan, consult and review the priorities of the community to continue actioning and progressing the Golden Plains Community Vision 2040			50%
5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE	→ 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.		<ul style="list-style-type: none"> • Councils advocacy in the lead up to the November 2022 State Election saw a commitment of \$1.5M for Teesdale Don Wallace Recreation Reserve and a successful Living Local infrastructure application for \$200K of funding for Lethbridge Play Space. Planning for future community service needs and infrastructure is a key focus of developing the Growing Places Strategy and Bannockburn South East Precinct Structure Planning. • During Quarter 2 Councils relationship management 'Monitor CRMS' software for Economic Development was commissioned. This Economic Development subscription helps to provide economic growth data that can be segmented geographically and by industry sector type to inform the Golden Plains community, Councillors and Council Officers on economic trends. 	50%

Objective	Action	Action Focus Areas	Activities Undertaken	Progress (YTD)
5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE	<div> <div></div> <div>→</div> </div> Lead and partner with community and stakeholders on advocacy campaigns.	<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 (example. G21, MAV, Central Highlands, Peri-Urban Group of Rural Councils). • Liaising and connecting with members of parliament, Government departments, businesses and service providers. 	<ul style="list-style-type: none"> • Council continued ongoing advocacy in the lead up to the November State Election, with Mayoral and CEO representation to State and Federal MPs, and joint delegations to Spring Street and Canberra with PeriUrban and G21 Group of Councils. • In December, Councillors were presented with the 2022 Priority Projects Booklet. Feedback will be received in early January 2023. 2023 Booklet will be finalised and adopted in Quater 3. 	50%



2 Pope Street, Bannockburn, VIC 3331
19 Heales Street, Smythesdale, VIC 3351

PO Box 111, Bannockburn, VIC 3331

☎ 5220 7111

@ enquiries@gplains.vic.gov.au

💻 goldenplains.vic.gov.au

CUSTOMER HUB HOURS

Golden Plains Civic Centre, Bannockburn
8.30am to 5pm, Monday to Friday

The Well, Smythesdale
8.30am to 5pm, Monday to Friday

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