



COUNCIL PLAN 2021-2025

QUARTERLY PROGRESS REPORT
Q3: JANUARY — MARCH 2023

ACKNOWLEDGEMENT OF COUNTRY

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

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

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

Artwork: by Shu Brown



ABOUT THE COUNCIL PLAN

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

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

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

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

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

HOW WILL THE PLAN BE IMPLEMENTED?

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

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

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

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

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



COUNCIL PLAN 2021/25 Y2 | ANNUAL OPERATIONS (COUNCIL REPORTING)

09/05/2023

Y2 | 22/23 ANNUAL OPERATIONAL PLAN

STRATEGIC DIRECTION 1: COMMUNITY

Objective	Action	Action Focus Area	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			88%
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's Community Leadership Program commence in January, with 16 participants partaking in the program. Council delivered the 'Unpacking the Man Box' community program with 14 participants. The program aims to build skills in community to breakdown gender stereotype that are drivers to family violence, with another 2-3 follow up sessions scheduled for April and May. Council delivered a 'Building Resilience in Teens' parenting workshop and Council Officers supported the Bannockburn College to access the Youth Hub to facilitate lunchtime wellbeing programs for students. Meli (formerly Barwon Child, Youth and Family) continue to deliver mental wellbeing services at Bannockburn, Dereel, Meredith and Smythesdale. 160 clients are utilising the service. Home visits and telehealth services are available upon request. Council Officers attended training opportunities through Senior Rights Victoria to build awareness and educate staff about the prevalent issues such as Elder Abuse. Council, in partnership with The Central Highlands Elder Abuse Prevention Network, continues to attend monthly networking meetings to remain updated on the prevalence of Elder Abuse. Council undertook consultation and support with Geelong Regional Library Corporation and Barwon Child Youth and Family as they prepare to roll out new programs for families with young children in May and June 2023. Council facilitated the first Early Years Network meeting for Approved Providers and Schools within the municipality. Council Officers working in Maternal and Child Health have implemented the iCOPE mental health screening program offered to all primary care givers. This has resulted in 5 referrals to support organisations specialising in Family violence and its prevention. 	75%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	Y2 1.1.2 Leadership and advocacy to build strong, safe and resilient communities			93%

Objective	Action	Action Focus Area	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"> Linton, Dereel and Smythesdale/ Scarsdale have been identified as townships to undertake the Council lead Bushfire Resilience project. Council submitted funding applications to aid in fire readiness activities within our communities. In March 2023, Council supported by the CFA and Safer Together commenced a series of Get Techy, Get Ready interactive workshops, to help community members learn how to download, set up and use emergency-related apps. To help answer community questions, Council Officers attended a Dereel Bushfire Preparedness Workshop facilitated by CFA in January 2023, and continue to attend brigade meetings, community group meetings, and council, state and federal engagement events. Council have procured emergency and bushfire go kits through project funding. 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. Throughout Quarter 3, site discussions commenced, and the SES will now begin investigating potential sites. 	85%
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			75%
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 continues to drive delivery of actions through the RAP Working Group. The RAP Working Group met in February and the development of an online tracking and reporting system (Cascade) was implemented. Council has further strengthened relationships with Wadawurrung Traditional Owners Corporation with consultations continuing for 2023. A sub-committee of the RAP Working Group has developed a draft program for National NAIDOC Week and Reconciliation Week for 2023 which will be finalised in April/May. 	75%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	Y2 1.2.2 Recognising the rich history and artistic potential of Golden Plains Shire			73%

Objective	Action	Action Focus Area	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 continues to build the capacity of arts, culture and heritage through the development of a new Arts Culture and Heritage Advisory Committee. Terms of Reference to be endorsed by Council in April 2023. Council, in partnership with Geelong Regional Library Corporation, launched a series of creative workshops facilitated by local artists in Bannockburn Library, with one session delivered in February. Five sessions will be held across the year. Council continues to develop this year's Spring in the Shire competition, which will have an environmental theme relating to Climate Emergency, a series of youth workshops and a field trip (July 2023). Successful activation of new exhibition spaces in The Well Smythesdale, Bannockburn Cultural Centre (BCC) and Golden Plains Civic Centre (GPCC) have been implemented. The first exhibition under this program was in March 2023, exhibiting work from the Bannockburn Art Group at The Well and Bannockburn Cultural Centre. A scoping process with an external consultant has been completed and a set of recommendations have been determined in development of work relating to public art that will be undertaken over the next 12 months aligning to the Arts, Culture and Heritage Strategy. A Request for Quote (RFQ) is currently being undertaken to engage a contractor to develop and deliver a survey, database and report to capture a current snapshot of Arts and Culture and Heritage across the Shire. 	75%
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 continues to co design arts programs with community. Projects include: book making workshops, continuing education and landscaping programs with Wadawurrung and First Nations consultants and gardens around Vera Scantlebury Sculpture in Linton. Council continues to progress discussions with the Geelong Heritage Centre and Victorian Collections regarding digital access to the Golden Plains Shire Civic Collection. Council continues to support groups in the planning and delivery of art initiatives: Golden Plains Arts Trail, Vera Scantlebury Sculpture and Art on the Farm Program. Scoping for the development of a public art strategy and policy has been completed which will lead to the development of a Public Art and Memorials Strategy for 2024. 	70%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	Y2 1.2.3 Supporting events and activities across the Shire to bring communities together and promote participation			75%
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 continues to build social connection and encourage and foster local talent through community events, festivals, celebrations and activities. Activities include: <ul style="list-style-type: none"> Launch of the Bins4block campaign Wiser Driver program for older adults Round One Community Strengthening Grands Councillor listening posts Family Day Care Educators recruitment campaign Unpacking the Man Box campaign Youth Pathways Program 2023 and Recognising Young Leaders campaign Delivery of three Golden Plains Farmers Markets in January, February and March with an average of 40 stall holders operating at each monthly market 	75%
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			75%
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 continues to progress the Volunteer Action Plan, which includes developing a volunteer training program and an organisational approach to Council's Volunteering Program. The Community Planning Program Action Plan 2021-2024 has seen significant progress including actions such as: co-design of the Community Planning Program, and planning for a Community Online Directory. A quarterly Community Coordinators newsletter has been developed to assist in engaging and sharing community planning progress. Council has met with community groups in Napoleons, Mannibadar, Cape Clear, Wallinduc, Linton, Inverleigh, Dereel, Teesdale, Meredith, Shelford, Maude/Steiglitz/She Oaks, Bannockburn and Batesford to discuss community planning, grant funding and project implementation. 	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
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 2023 Round 1 Community Strengthening Grants opened 1 March 2023, brought forward from April to incorporate an annual stand-alone grants process for Berry Bank (June). Council will now have 3 Community Grant Rounds annually (March, June and September). Council continues to promote and encourage use of grant finder tool, Grant Guru, with businesses, community groups, service organisations and individuals for the planning and delivery of initiatives across Golden Plains Shire. Council delivered drop-in sessions in March in Smythesdale and Bannockburn to provide assistance with grant applications. Grant writing workshops are organised for May and July/August 2023. 	75%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	Y2 1.3.2 Provide and activate spaces and develop opportunities for communities to connect and participate			75%
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 continues to promote local physical activity opportunities, user group activities and community events at local facilities. The promotion of upgraded facilities was actively undertaken, with the Ross Creek Play Space and Active Rec Upgrade, Haddon Trail Extension, and Rail Trail Improvements receiving media publication. Council Officers continue to implement annual building and open space maintenance works to improve access and utilisation of community and recreation facilities. Projects include: <ul style="list-style-type: none"> Maude Tennis Court Maintenance Woody Yaloak Recreation Reserve Indoor Stadium Flooring Upgrade Haddon Recreation Centre Flooring Upgrade Woody Yaloak Equestrian & Woody Yaloak Recreation Reserve Painting During Quarter 3, Council applied for funding under the State Government's 'Country Football Netball Program' for an upgrade the Don Wallace Recreation Reserve Oval and submitted applications under the Federal Government's 'Investing in Our Communities Program' for the Linton Oval Upgrade. 	75%
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 Officers continue to provide targeted support to management entities and sporting clubs responsible for the management of Council owned/ delegated facilities. This included facilitating AGM's and supporting management entity volunteers with annual planning and goal setting. As part of Council's ongoing long term facility planning processes, a number of planning projects were undertaken with community volunteers. The process included seeking external consultants to complete facility audits/ site assessments, collect and analyse current participation and utilisation data, identify community wants/ needs and develop a prioritised list of recommendations for future improvement works. The following committees participated in this project: <ul style="list-style-type: none"> Bannockburn Football Netball Club (Female Friendly Changeroom Upgrade) Leighdale Equestrian Centre Committee of Management (Committee transition, annual planning and Leighdale Undercover Arena project) Ross Creek Recreation Reserve Committee of Management (Ross Creek Recreation Reserve Masterplan) Smythesdale Progress Association (Smythesdale Public Gardens and Brewery Dam Masterplan) Woody Yaloak Equestrian Centre Committee of Management (Woody Yaloak Equestrian Centre Development Plan) Council continues working with the Linton Community Hub to activate the space, increase utilisation and address building management issues. Several management entities have transitioned from Council Management Agreements to new License Agreements. Council Officers working in Natural Resource Management supported community volunteer groups (Landcare and "Friends Of" groups) in their environmental objectives by encouraging groups to apply for community strengthening grants, attending Landcare meetings, providing expertise in Natural Resource Management and letters of support from Council with environmental projects. 	75%
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			75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
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"> Council led the Wiser Driver structured driving course for older adults. 20 people completed the course. Council partnered with Geelong Regional Library Corporation (GRLC) to deliver Enabling Edie workshops for Council, community centres and library staff to provide staff awareness and education of dementia through a lived experience perspective. Council launched the Bins4blokes campaign and incontinence bins were installed in 16 male public toilet across the Shire. Council facilitated Escape the Heat events for older adults with 40 community members attending. Council is exploring opportunities for health information workshops on topics such as diabetes, nutrition, physical activity and mental health. Council continues to update and strengthen the impact of the Accessibility map on the GPSC website which now has Bins4blokes location points and emergency evacuation location points during emergency crisis situations. Council created an Advocacy Support Network to connect with other Councils to discuss accessibility projects and initiatives for continuous improvement of inclusion in supporting people with a disability in the community. Council provided service navigation expertise advice at Council led events to discuss services accessible to individuals accessing My Aged Care support. Council continues to provide the Regional Assessment Service and supporting community members to navigate the Aged Care system. 	75%
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"> Council supported the delivery of online Relationships and Sexuality Education training for primary school teachers in partnership with Sexual Health Victoria. 5 schools have participated in the program. Online training available for staff regarding unconscious bias, workplace diversity, gender equality and Council continue to increased collection of internal intersectional data for staff. Council implemented a traineeship program that supports people in marginalised groups participate in local employment pathways to roles in Council. Promotion of shared care responsibilities and flexible work arrangements for all staff commenced with one male Township Maintenance Officer commencing Parental Leave as primary carer in early 2023. 	75%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	→ Promote and encourage activities that build awareness of gender diversity and support inclusion for LGBTQIA+ communities.		<ul style="list-style-type: none"> Council continues to support the Bannockburn College 'Pride Party' LGBTQIA+ youth group. Council hosted an LGBTQIA+ movie night that was codesigned by LGBTQIA+ young people. 13 young people attended. A fourth flagpole has been installed so Council can recognise days of significance, including support for LGBTQIA+. Council have development of annual calendar of Significant Dates and Celebrations around diversity, wellbeing, community, that promotes awareness and support by Council in the community and fourth flagpoles have been installed in Bannockburn and Smythesdale. 	75%
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"> Planning is underway for middle years stakeholder engagement across Term 2. This will be done by contacting the primary school network and undergoing consultation. Planning is underway for a Careers Expo to be held at the Bannockburn Cultural Centre in June. Council is developing a platform to celebrate the achievements and contributions of young people across the municipality. Council delivered 12 holiday programs for young people with 63 attending. The cumulative total is 179. Co-location service delivery continued with Jobs Advocate from the Central Highlands to be engaged fortnightly at the Youth Hub. Council ran and facilitated other activities for young people across the Shire with 235 young people attending. The cumulative total is 571. 254 young people attended drop-in sessions that were delivered at the Golden Plains Youth Hub. The cumulative total is 531. Council conducted a Pathways survey to identify priorities for training of young people. Top answers included provision of training for first aid, barista skills, responsible serving of alcohol, mental health first aid, food handling and job seeking skills. Council has planned an upcoming intergenerational event, Intergenerational Lawn Bowls Day. Maternal Child Health is working with Geelong Regional Libraries to identify young parents in the community with learning difficulties to engage them in the Library Service and promote social connections. Council will continue to develop the Early Years Municipal Plan as recent reforms continue to roll out and become implemented and fully understood. 	75%

STRATEGIC DIRECTION 2: LIVEABILITY

Objective	Action	Action Focus Area	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			75%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ Advocate for further investment in roads infrastructure.	<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; Phase 4 projects identified however Federal Government guidelines yet to be announced.• Council continues to meet quarterly with the Department of Transport & Planning (DTP) to advocate for road improvements and maintenance of roads throughout the municipality. Major works have been completed on DTP roads throughout the region.• Grant applications submitted and outcomes:<ul style="list-style-type: none">• Department of Transport (DOT) Blackspot Projects Submissions unsuccessful for the 2023/2024 program.• Department of Infrastructure bridge construction grant application submitted in Quarter 1 was unsuccessful. Application submitted in Quarter 2 was successful for Hendersons Bridge replacement and upgrade in Bamganie.• 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 advice on success.• Meredith-Shelford Road Stage four commenced in October and is 100% complete; stage 5 is 80% complete.	75%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ Implement Council's road and bridge upgrade programs.	<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 progress as per schedule.• Arthurs Lane Bridge replacement commenced in January and is 80% complete.• Tannery Road Floodway upgrader commenced in January and is 100% complete.• Drainage projects are at design phase with catchment assessments planned for areas impacted by flooding in October and November 2022. Common Road/Faulkner Road catchment assessment commenced in February.• Council's Annual Reseal Program commenced 70% progress with delays due to wet weather.	75%
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			73%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ Implement path and trail improvements to promote safe, active transport, including the Three Trails Project.	<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">• The Three Trails upgrade project is now complete and acquitted with the State Government.	70%
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. Engagement is underway with the project due to be completed in Quarter 4.• Maintenance of existing trails has continued. Following heavy rain throughout Quarter 2, inspections and maintenance work has increased.	75%
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 which is at the engagement phase.• 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 were completed in Quarter 3.• In partnership with Department of Transport & Planning (DTP) and Tawarri Estate developer, Mercer and Main Road in Teesdale intersection upgrade and new bus stop. Works commenced in Quarter 3 are 70% complete. Second bus stop and shelter to be installed next quarter.• Safer pedestrian crossing points are proposed for Rokewood and Teesdale pending approval by DTP.	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	Y2 2.1.3 Continue to advocate and explore transport options across the Shire			73%
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"> During Quarter 2, Council 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. The Committee for Ballarat have decided to not pursue this project and Council Officers continue to investigate directly with Commonwealth Games Transport Division. 	70%
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 is applying for a Flexible Transport Solutions Program grant to implement recommendations from the Community Transport Connections Study. 	75%
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			75%
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 continues to implement recommendations/ actions from both the Sport and Active Recreation and Play Space Strategies. The Golden Plains Golden Plains Shire Tracks and Trails Strategy, Woody Yalaok Equestrian Centre Development Plan, Ross Creek Recreation Reserve Masterplan and Smythesdale Public Gardens and Brewery Dam Masterplan are key strategic documents being progressed. A review and update on the Golden Plains Play Space Strategy was provided to Council in March 2023 on actions undertaken to date. A draft Capital Project Priority Pipeline and Assessment Criteria are being develop to identify, assess and prioritise future projects and guide planning, design, investment and delivery. Collaboration in regional networks and sector forums continues with Council participating in the Fair Access Policy Roadmap workshops and Draft G21 Regional Football (Soccer) Strategy. 	75%
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"> In Quarter 3, Council submitted applications under the Country Football Netball Program (State Government) to upgrade the Teesdale Don Wallace Recreation Reserve Oval and the Investing in Our Communities Program (Federal Government) for the Linton Oval Upgrade. Recreation projects in design or delivery phase include: <ul style="list-style-type: none"> Bannockburn Skate Bowl Lethbridge Play Space Upgrade Rokewood Community Hub Rokewood Netball/Tennis Court Upgrade Leighdale Equestrian Centre Concept work to prepare further applications for Federal funding commitments is occurring for Inverleigh Active Youth Space, Bannockburn Netball Change/Football Refurb, Woody Yalaok Recreation Reserve Lighting and Maude Community Hub. Council is awaiting details of the \$1.5M State Election commitment made towards Don Wallace Recreation Reserve and has undertaken engagement on the proposed Smythesdale Sub-Regional Play Space. Success funding was announced under the State Government's 'Living Local' program to deliver an upgrade to the play space in Lethbridge and design consultation has been progressed on this project. Recreation needs, community facilities and open space provision have been key inputs into regional and growth planning processes/ plans for Bannockburn South (with the Victorian Planning Authority), Bruce's Creek West Master Plan, Cambrian Hill development and the rezoning of the Dardel Drive, Bannockburn Recreation Precinct. 	75%
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			75%

Objective	Action	Action Focus Area	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 Spring into Summer initiatives were completed in September and October 2022, with program assessment and planning for 2023/24 initiatives commencing in Quarter 3. Council Officers helped to promote local club and community initiatives, including come and try activities/registration days in the lead up to the winter sporting season. Council continues to explore events with existing active community groups such as Men's sheds, Neighbourhood houses and Senior Citizen groups. 	75%
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"> Council continues to support management entities, sporting clubs, Men's Sheds and social and interest groups through the chairing AGMs, priority setting sessions and facilitating facility development and activation discussions and linking groups to available funding opportunities. Throughout Quarter 3, Council assisted in the preparation of infrastructure, governance and promotion of the Shelford Duck Race, Inverleigh Dachshund Derby and Napoleons Recreation Reserve Open Day. Council continues to support education sessions on sponsorship, finance, governance, innovation and recruitment/ retention of Volunteers within community groups. 	75%
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 partnered with Breast Screen Victoria to offer local residents access to breast screening services. 7 women participated in the program. Council continues to build community knowledge of growing own produce by planning delivery of ongoing sessions of the Edible Gardens webinars. Council's partnership with Barwon Water continues with the provision of refill water stations at the Bannockburn Farmer's Market until June 2023. Council continues to work with local schools to promote the Vic Kids Eat Well campaign. Bannockburn P-12 College will work towards the first small bite 'Refresh the fridge'. 	76%
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			74%
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. All developments are considering a mix of lot sizes to provide for some smaller lots to facilitate more affordable housing. 	73%
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 Plan on hold until further progress is made with the Draft Growing Places Strategy. Cambrian Hill application being considered by DTP's Development Facilitation Program (DFP). DFP decision expected late June. The Draft Growing Places Strategy is progressing well. 90% of the technical documents have been completed. The Informing Document including the scenario for Growth has been prepared along with a detailed Comms and Engagement Strategy. Scoping study completed for the Shire Wide Development Contributions Framework. Mesh consultants now preparing a Development Contributions Implementation Plan which is approx 70% complete. The Planning Scheme Amendment to incorporate the 20(2) recommendations from the Planning Scheme Review has commenced with support from the Regional Hubs team (DTP). Teesdale Flood Study, 80% completed. Awaiting draft report from consultants Watertech. No actions have commenced on the Shire Wide Open Space Strategy. Bruce Creek West and Ormond Street rezoning applications are being assessed. 	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
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 69 new planning permit applications and determined 81 applications in Quarter 3. 46% of applications were completed within 60 days. The total estimated cost of works for permits issued was \$23,000,000 Year to Date update: <ul style="list-style-type: none"> Council have received 266 new planning permit applications and determined 262 applications to date. The total estimated cost of works for permits issued is \$64,245,568. 	75%
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			75%
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 commenced in February due for completion in April. New footpath works scheduled for early Quarter 3 in Rokewood and Haddon are now completed. Additional paths planned pending design and community engagement at various locations. Final Design of the Inverleigh main street drainage and carpark upgrade completed; engagement with stakeholders and procurement to commence in Quarter 4. Bannockburn Integrated Water Management Planning project commenced in February 2023 review existing IWM infrastructure and identifying future opportunities. Bannockburn Integrated Water Management Planning project commenced in February 2023 review existing IWM infrastructure and identifying future opportunities. Various open space projects continue to be delivered including viewing platform at Bruces Creek, Bannockburn (completed), viewing deck at Leigh River (completed) and viewing deck and Leigh River Junction (planning). Significant progress has been made on the Meredith Multi Play (BMX track, skate park and playground) project with completion expected by end of financial year. Bannockburn Integrated Water Management Planning project commenced in February 2023 review existing IWM infrastructure and identifying future opportunities. 	75%
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. A consultant has been engaged 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. 	75%
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. 	75%
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			75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	<div> <div></div> <div> Provide and advocate for safe and attractive design to preserve and improve rural and urban character. </div> </div>	<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 was completed in quarter 3. Roadside clearance of vegetation contract is progressing. Inverleigh Tree succession program has closed engagement and removal will commence in quarter 4. Planting of new trees will also commence in quarter 4. The beautify Bannockburn volunteer group have completed maintenance of the median strips in High Street Bannockburn in Quarter 3. Landscaping maintenance of the median strips in Linton will commence in quarter 4. Tree pruning was completed in quarter 3. 	75%
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	<div> <div>Y2 2.4.2 Maintain the amenity and cleanliness of townships, roadsides and public spaces</div> <div></div> </div>			75%
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	<div> <div></div> <div> Service, maintain and renew assets to provide usable and attractive public spaces that support a variety of social and community uses and safety. </div> </div>	<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"> Town maintenance and presentation includes an ongoing program of mowing, grass slashing, and litter collection as part of the town maintenance and presentation works. In February 2023 Officers prepared a Tree Protection and management policy to support roadside and tree maintenance activities and manage risk identified as part of internal audit. Presented to Council and publicly exhibited. Additional waste removal/collection was provided to Clean Up Australia Day community groups and during large events, for example music festivals. 	75%

STRATEGIC DIRECTION 3: SUSTAINABILITY

Objective	Action	Action Focus Area	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			75%
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 3 includes progressing priority actions within the Climate Emergency Plan: fleet transition plan project commenced; presentation at Community Leadership program about Council's Climate Emergency Plan action plan; dissemination of business sustainability survey.• Key stakeholder and public consultation, as well as engagement with WTOAC on the Moorabool Reserve Master Plan was undertaken and a draft Master Plan prepared.• Works continue in line with site specific Natural Reserves Management Plans include revegetation with indigenous species, pest plant and animal control, planned ecological and cultural burns and native grassland establishment and supporting appropriate community uses and activities.	75%
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 who refer planning and development works to the Environment and Sustainability team to ensure compliance with legislation, vegetation protection and management of environmental impacts. Natural Resource Management Project Officer attend and contribute to development planning strategic meetings.• Three major developments being assessed include, Bannockburn South East Precinct Structure Plan, Bruce's Creek West Development and the Bannockburn Industrial Estate Development.	75%
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			75%
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 partnership with Mirriyu Cultural Consulting to plan and deliver an Indigenous art and cultural program in Linton and have identified expansion of the program across Golden Plains Shire during 2023.• Council continues to progress the Golden Plains Stories project with RMIT.• Council Officers continue to work with Wadawurrung Traditional Owners Corporation, in the development and delivery of land management practices (Cultural Burning Practices and maintenance of 2 sculptures landscapes in Linton).	75%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	Y2 3.2.1 Provide sustainable and efficient waste management services			68%
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 collaborating on regional waste projects.	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
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"> Waste Officers continue to manage the kerbside collection contract. Further analysis has been completed regarding future options for Golden Plains Shire waste services following a Councillor briefing in August 2022. Options for the introduction of new mandated Food Organic and Green Organic service as well as a Glass service has been prepared. Recommended options and next steps for implementation of the new services are being considered. Preparation of technical information for the Rokewood closed Landfill Rehabilitation project is in progress. Teesdale closed landfill rehabilitation project process has commenced. 	60%
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			50%
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"> Work to respond to illegal dumping continues. Council Officers have commenced the development of a new process to assist Council Officers address illegal dumping incidents. New signage and surveillance cameras in areas of high dumping have been installed. Council Officers continue to follow up, issue notices and infringe people caught dumping rubbish. Council Officers continue to work closely with EPA Officers to investigate illegal dumping. 	90%
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"> Investigations into hard waste collection possibilities for the municipality, in line with Council Plan action: Review of the Waste Strategy to review hard waste initiatives and opportunities has commenced. 	10%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	Y2 3.2.3 Education and promotion of responsible behaviours to reduce waste to landfill			70%
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 3, Council Officers provided waste education materials to community facilities. 	70%
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			79%
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, agricultural and natural resource practices. In Quarter 3, Council participated in community rabbit baiting program and weed control programs. 	75%
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 Bannockburn Integrated Water Management Plan project commenced the analysis and engagement with Council and key stakeholders phase. Council is working with the 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 public and key stakeholder consultation, and engagement with WTOAC. A first Draft Master Plan has been developed and is currently under Officer review. 	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
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 second round of Fire Hazard Inspections in the municipality, with over 400 Fire Prevention Notices issued during both rounds. 35 properties were found to be non-compliant and infringements issued. Where required, Council Officers engaged a contractor to attend and slash a number of properties. Council Officers and contractors finalised the roadside slashing program in March 2023. Council Officers have been working with CFA, have attended to meetings, assisted the CFA in preparing for Planned Burns and been present in the Incident Control Centre when required on extreme fire weather days. Following flood events in October and November 2022, catchment studies have been identified for affected areas in Inverleigh, Teesdale and Bannockburn. The Inverleigh flood study has progressed with modelling and options assessments report due in April. Council continues to liaise with CCMA to investigate works on the levee at Inverleigh. 	90%
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. 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 municipality. To encourage landholders to address pest plant issues, Council continues to issue on going correspondence to landholders. 	75%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	Y2 3.3.2 Support and partner with the community on environmental initiatives			75%
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. 	75%
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	Y2 3.4.1 Implement approaches to address and mitigate climate change			75%
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"> Work is ongoing to undertake mitigation measures (reducing carbon emissions through the Victorian Energy Collaboration, solar installations) and adaptation measures. Council is an active participant in the Barwon South West Climate Alliance (BSWCA) which is developing a strategic action plan to lead to further mitigation and adaptation projects, collaborations and funding opportunities across the region. Council has commenced its fleet transition plan project through a collaborative procurement process with Warrnambool City Council and Colac Otway Shire Council. 	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
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			75%
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	<div> <div> </div> <div> Further develop projects and initiatives that encourage the use of renewable energy and carbon neutral practices. </div> </div>	<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. The Climate Emergency Plan contains actions to reduce energy consumption and mitigate the impact of Climate Change. Planning for the development of what ESD means for Council's development of guidelines has commenced. 	75%

STRATEGIC DIRECTION 4: PROSPERITY

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	Y2 4.1.1 Support the development of young children and their families			75%
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">3 weekly Supported Playgroups continue.Maternal Child Health have worked with Hesse Rural Health this year to re-establish a Community Playgroup at Rokewood.Sleep and Settling Outreach Programs continue to provide families within the Shire support both in the home and as a group education service. Throughout Quarter 3, MCH has provided 31 hours of support to families in need of sleep and settling support. This equates to 17 families engaged in the Sleep and Settling Program.Vulnerable families continue to be supported by the Enhance Maternal Child Health Program. 101 hours have been provided to 40 vulnerable families.New Parent Groups continue to run regularly with an average of 8 primary care givers attending 6 education sessions. MCH have engaged with a variety of speakers to support and educate parents improving the outcomes of health, well-being and development. New parent groups have also been offered Sleep and Settling support and information and INFANT education which explains the benefits of healthy eating, decreased screen time and increased activity and play.3-Year-Old kindergarten commence in January 2023, with an extension of hours to 15hrs of funded kindergarten per child. Ongoing enrolments also continue for children turning 3 before April.Council Officers continue to engage and recruit new Family Day Care Facilitators within the Shire to offer more services in more areas for families.	75%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	Y2 4.1.2 Enable access to education, learning and skill development through all stages of life			71%
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">During Quarter 3, Council provided demographic profiles and growth data to representatives from Gordon TAFE, as Council continues to explore the potential of providing vocational training within the municipality.	70%
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">Continuing support to Mosaic Arts Trail proponents. Investigating compost bin compound design and construct with Scarsdale Mens' Shed.Council is exploring collaboration and partnerships with local community groups including Senior Citizens, walking groups, Neighbourhood houses, men's sheds and more. Council aims to explore opportunities for volunteers that can continue to build and strengthen the capacity of existing new and existing volunteer groups.	70%
	→ 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">During Quarter 3, representatives from the Bannockburn College, Gordon TAFE and Geelong Regional Library Network were briefed on demographic profiles and growth data for the municipality, with intentions for networks to connect and explore future possibilities.	70%
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 continues to progress the purchase and fit out of a new Mobile Library Van through the State Government Living Libraries Funding program. A Request for Quote process has been undertaken and will be finalised in April 2023.	75%
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	Y2 4.2.1 Provide support to local businesses including farms and small business			70%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
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. During Quarter 3, Council Officers commenced the development an online business directory. Attendance at Commonwealth Games briefing sessions continue. The development of strategies to capture additional visitor stay and spend strategies commenced in Quarter 3. 	70%
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"> The Economic Development, Tourism and Investment Attraction Strategy has progressed to the implementation phase with specified tasks and timelines allocated. A reporting matrix is under development. 	70%
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 provide base level secretariat support to the Bannockburn and District Chamber of Commerce. In Quarter 3, Council supported both networks to develop a calendar of events. 	70%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	Y2 4.3.1 Support initiatives for local shopping and hospitality businesses			75%
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. Northern Township Streetscape Improvement project was adopted by Council. Officers are planning a roll out of improvements and preparing plans for further community input. 	75%
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"> Consultant has been appointed to consider the feasibility of expanding 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. 	75%

Objective	Action	Action Focus Area	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			70%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	→ Progress and explore actions of the Economic Development, Tourism and Investment Attraction Strategy 2022-2032.	<ul style="list-style-type: none"> Events that attract visitation such as music and food festivals. Activities that promote the Arts and local creative industry, such as open studio programs, arts trail and living sculptures. Sites and tourist attractions, including the Three Trails project. Participation in the World Heritage Program Alliances and networking opportunities including with Geelong and Bellarine Tourism. 	<ul style="list-style-type: none"> Council Officers are supporting GP Arts Inc Arts Trail Subcommittee in the delivery of the Golden Plains Arts Trail through Capacity Building, providing advice on diversifying funds and linking and development of relationships to enhance the delivery of the event. Council Officers will continue to support where required until the delivery of the Arts Trail in May 2023. 	70%
4.4 LOCAL EMPLOYMENT AND TRAINING	Y2 4.4.1 Assistance and incentives for businesses to provide for local employment			70%
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"> In Quarter 2, Council provided statistical future employment data to Strategic Planning Officers in relation to the Gheringhap Employment Precinct and the Growing Townships Strategy. Across Quarter 3, Council Officers continue to develop relationship with CLAW Enterprises who have proposed a range of social enterprise, community and entrepreneurship programs with support from RMIT and Berrybank Windfarms. 	70%
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"> In Quarter 3, Council Officers provided demographic data and growth scenarios to representatives of Gordon TAFE. A profile of the Digital Hub was promoted in the March edition of Golden Plains Business News. 	70%
4.4 LOCAL EMPLOYMENT AND TRAINING	Y2 4.4.2 Deliver initiatives that support local training and job opportunities in Golden Plains Shire			70%
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"> A profile of the Digital Hub was promoted in the March edition of Golden Plains Business News. From July 2022 to March 2023 the Digital Hub has been booked for a total of 557.75, averaging 61.6 hours per month. 	70%
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. 	<ul style="list-style-type: none"> Development of the Traineeship Program and formalisation of how we support this program is ongoing. Proposal for a traineeship and apprenticeship program ongoing submitted for 2023/24 budget. In January 2023 Golden Plains Shire Council hosted for the LG Pro Employment Summit which brought industry professionals together to discuss and learn from one another how we can better create local employment pathways. This included a lunch with job seekers. 	65%
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 partnered with Jumbleads to deliver a six-week online volunteer program, 'Expand your Impact'. Council continues to support volunteers for the Beautify Bannockburn program. 	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	Y2 4.5.1 Identify and advocate for investment opportunities, partnerships, projects			70%
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 have commenced regarding potential greenfield sites. Further updates will be provided in Quarter 4. 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. 	70%
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. The Economic Development, Tourism and Investment Attraction Strategy has progressed to the implementation phase with specified tasks and timelines allocated. A reporting matrix is under development. 	70%
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 co-contribution from Berrybank Windfarm, Council facilitated the reopening of the Smythesdale GP Clinic in Quarter 2. Berrybank Windfarm Community Grants Program launched in Quarter 2, with Year 1 funding provided to 4 community groups. The Entrepreneurship program was established in Quarter 3 and will be operated through a partnership between RMIT and CLAW Enterprises at Meredith Sharing Shed. 	70%

STRATEGIC DIRECTION 5: LEADERSHIP

Objective	Action	Action Focus Area	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			75%
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.	<ul style="list-style-type: none">• Council continues to utilise several platforms to communicate with the community. This includes media releases, press advertising, radio interviews, digital advertising, social media (Facebook, Twitter, Instagram and LinkedIn), newsletters, website, video, Customer Experience Hubs and interpretative signage at town entry points.• This quarter following communications were deployed:<ul style="list-style-type: none">• The Gazette a bi-monthly print and e-newsletter• Engage a monthly e-newsletter• Weekly Golden Plains Times Advertisements• Golden Plains Business Newsletter• Direct mail out, including printed media outlets, notices and EO's• Frequently asked questions regarding developments• Corporate reporting	75%
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			75%
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 continues to provide multiple approaches when engaging and consulting with the community. Council facilitated the following community engagement activities throughout January to March 2023:</p> <ul style="list-style-type: none">• Track and Trails Strategy online survey. Generating over 200 online survey responses and large community attendees at forums• Direct mail campaign and information sessions for the Teesdale Flood Study• Virtual Draft 2023/24 Budget workshop on 14 February 2023• Councillor listening post in Inverleigh and Linton• Have your say - Business Sustainability Survey• Have your say - Moorabool River Reserve Masterplan• Have your say - Lethbridge Playspace Design including a community voting opportunity• Have your say - Bannockburn Bike Park (concept design)• Have your say - Youth Pathways and Training• Have your say - Draft Tree Policy• Have your say - Governance Rules and Policy	75%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	Y2 5.2.1 Council will operate in an open and transparent manner			75%
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">• Process and efficiency improvements implemented to Council meetings, including introduction of en bloc resolutions, removal of report introductions, restructure of briefing reports.• Councillor expenses policy review underway, with a draft intended to be presented to the May Councillor Briefing.• Councillor training provided by Maddocks Lawyers on workplace standards.• Governance Rules amended with process and efficiency improvements.• Delegations update review underway following staff restructures.• Interest disclosures completed in compliance with Local Government Act.	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	Y2 5.2.2 Ensure responsible and sustainable financial, asset and risk management			75%
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"> All required information provided for insurance renewals 2023/24, awaiting renewal report. Continual improvement of under excess claims management processes. Continued engagement across the organisation on risk management and identification of emerging issues. 	75%
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. 	<ul style="list-style-type: none"> Long term financial planning has been updated with the 2023/24 budget and will be refined during the remainder of this 2023/24 budget process, with a final 2023/24 version completed in June. Property and rating system project deferred due to change in approach as part of the core systems replacement program with timing of replacement to be after the 2023/2024 rates are struck in August. Procurement Policy annual update complete which refers to the instrument of delegations removing the need to update if there are any further changes to the CEO financial delegation which was approved by Council at the March meeting. Identification of additional sources of revenue is ongoing and part of the annual budget and financial planning process. The long-term financial plan will be updated with income generated from new strategies such as Growing Places, Open Spaces and the Development Contributions Plan. 	75%
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"> Council Officers continue closing the loop on road hazard defect work orders where works have been completed. Where work has not been completed, work orders are being issued to the maintenance teams. Updating Assetic Predictor for buildings is in progress with updated condition scores and maintenance expenditure data being uploaded into the modelling. A new 10 year works program will be available soon. Recreation and community facility maintenance schedules are being completed across sites based on inspections and condition data, management agreements and site Master Plans. 	75%
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			90%
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"> The Core System Transformation Project has Customer Request Management System (CRMS) under configuration. Finance Management scoping complete and revised COA under development. SharePoint Records configuration under way with Public Records Office Victoria (PROV) file plan nearing completion. Local Laws specification agreed and Purchase Order about to be issued. Smart Shires is in full rollout phase. 8 Gateway locations will be delivered in Phase 1 with 2 operational and 2 under construction. Trial sensor deployments have commenced. Dashboard and business intelligence work has commenced. Final architecture plan signed off by State Government as the funding authority. The Geographic Information System (GIS) Expression of interest has gone to market and a shortlist of vendors created awaiting budget approval. Learning and Performance Management systems finalising procurement with contract about to be issued. The Wide Area Network upgrade project has been completed. Security review of Active Directory has been completed. 	70%

Objective	Action	Action Focus Area	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. Thew 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			72%
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"> Implementation of Council's new Recruitment and Onboarding system, aligned to the payroll system (Aurion). Staff information and action development sessions following Employee Engagement survey at both a department and organisational level. Procurement process for the implementation of a new system to support performance development, succession planning and learning & development. Engagement and Values Champions participation in development of Council's Employee Values Proposition. Ongoing delivery of the Practical Leaders internal training program. Review and development of onboarding process and support. Delivery of multiple training programs on-site and online. Delivery of HSR training to Safety & Wellbeing Committee and other key safety members across Council. Finalisation of Workforce Planning for 2023/24 budget. 	72%
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			75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
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"> Council continues work on the development of several planning projects, aimed at guiding future direction and investment, and establishing plans and cost estimates for future delivery. This included ongoing community consultation and stakeholder engagement for the following: <ul style="list-style-type: none"> Bannockburn Bike Park Bannockburn Female Friendly Changeroom Upgrade (Netball Pavilion and Football Refurb) Lethbridge Play Space Design Lethbridge Lake Public Toilet and Boardwalk Upgrade Meredith Cricket Nets Rokewood Community Hub Ross Creek Recreation Reserve Masterplan Smythesdale Public Gardens and Brewery Dam Masterplan Woody Yaloak Equestrian Centre Development Plan Woody Yaloak Regional Play Space Design Council contributed to the development of the updated G21 Football Victoria Strategy and Tennis Strategy. Development of a draft Council Capital Project Pipeline commenced in Quarter 3, utilising data from Councils Community Services Infrastructure Plan, Long term financial plan, strategies and masterplans to identify future projects. Future community facility and service needs have been considered in ongoing regional and growth planning processes/ plans including Bannockburn South (with the Victorian Planning Authority), Bruce's Creek West Master Plan, Cambrian Hill development and the rezoning of the Dardel Drive, the Bannockburn Recreation Precinct. 	75%
5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE	→ 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"> 2023 Priority Booklet finalised and presented to Council in February 2023. Councils Mayor and CEO continue to meet quarterly with local State and Federal MPs. In March 2023 Periurban Councils Victoria and G21, each took a delegation of Mayors/ CEOs to Canberra, in which included Golden Plains Shire Council's Mayor and CEO. 	75%



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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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