



# COUNCIL PLAN 2021-2025

QUARTERLY PROGRESS REPORT  
Q2 OCTOBER — DECEMBER 2023

# ACKNOWLEDGEMENT OF COUNTRY

Golden Plains Shire spans the Traditional lands of the Wadawurrung and Eastern Maar Peoples.

Council acknowledges them as the Traditional Owners and Custodians and pays its respects to both Wadawurrung and Eastern Maar Elders past, present and emerging.

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

*Artwork: by Shu Brown*





## Y3 | 23/24 ANNUAL OPERATIONAL PLAN

### COMMUNITY '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	Y3  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			50%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	→ <b>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.</b>	<ul style="list-style-type: none"> <li>Continued advocacy for the provision of health and wellbeing services across the Shire, with a specific focus on mental health support services, including the development of resources and community education about mental wellbeing and mental illness.</li> <li>Supporting the prevention of family violence, through external partnerships which support the prevention, response and support services and advocacy for improving an integrated response to support those experiencing family violence.</li> <li>Development of targeted programs to increase community participation in preventative screening.</li> <li>Development and launch of a social position statement that represents Council's stance on gambling harm minimisation for the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>Council Officers continue to have a presence at the Bannockburn Farmer's Market to engage residents and raise awareness of overall health and wellbeing, promoting programs such as the Edible Gardens Program, Reusable Products Rebate Program, Choose Water campaign widely promoted at the October, November and December Farmers Market and the December Twilight Market. The Third round of Council's Community Leadership Program commenced in December 2023 will 11 participants from across Golden Plains Shire participating in this round. iCOPE screening continues for all families to assist with identification and support of mental health concerns, and Children's Services teachers and nurses have received education on mental health support and awareness of family violence.</li> <li>Elder Abuse Community Practice Network was attended in October of Quarter 2 reporting period, with a Seniors Rights Victoria Response Toolkit and Prevention of Elder Abuse being key topics of discussion. In Quarter 3, Council Officers will host an event to inform community and staff on Elder abuse. Maternal and Child Health services continue to screen families for family violence and refer to support services as required. Kindergarten educators regularly check in with families regarding their safety and wellbeing, with facilitators of the Supported Playgroup, Maternal and Child Health, kindergarten educators and Family Day Care educators referring families to The Orange Door and Meli drop-in services at Bannockburn.</li> <li>Council continues to develop and implement targeted programs to increase community participation in preventative screening, planning has begun to promote and encourage women to participate in a Breast Screen event in March in partnership with Breast Screen Victoria in support of International Women's Day.</li> <li>During the Quarter 2 reporting period, the Children's Services Team led activities for Children's Week. The 2023 focus was 'Children have the right to relax, play and take part in activities they enjoy', and saw mindful movement sessions taking place in Bannockburn and Inverleigh with 54 children participating.</li> <li>Development of a Gambling Harm Reduction Policy to commence in the Quarter 3 reporting period.</li> </ul>	50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	→ <b>Maintain and monitor public spaces and infrastructure following the recommendations from the CCTV Steering Committee, to enable community safety and to target illegal and dangerous activities surrounding, dumping, vandalism and property damage.</b>	<ul style="list-style-type: none"> <li>Consider the case-by-case basis the installation of surveillance cameras that record at Council managed buildings with a history of vandalism.</li> <li>Ensure assets are built and/or retrofitted (when replacement required) in areas where a history of damage has occurred with more durable equipment and hardware to prevent further damage or destruction to Council assets.</li> <li>Continue to develop a proactive relationship with local Police and external agencies through the funded Crime Prevention program, including working with young people to identify ways to reduce antisocial behaviour in the shire.</li> </ul>	<ul style="list-style-type: none"> <li>Internal surveillance cameras are in operation at the Bannockburn Cultural Centre following incidents causing damage and vandalism in recent years and alarms are in operation at number of Council facilities. All incidents of damage are reported to Victoria Police.</li> <li>Installation of duress alarms has occurred at Council Customer Service facilities at The Well and GPCCC.</li> <li>Other measures to address safety have included beautifying and improving access to social areas in and around community centres and public recreation spaces, improved locks on bins, doors, gates, storage areas and external/sensor lighting on buildings. The planning and delivery of all new and upgraded infrastructure includes the principles of both Universal Design and Crime Prevention through Environmental Design. Encouraging greater utilisation, active surveillance and community ownership also plays a part in reducing incidents and anti-social behaviour.</li> </ul>	50%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	<b>Y3  1.1.2 Leadership and advocacy to build strong, safe and resilient communities</b>			50%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	→ <b>Continue to implement and update plans and communications that build resilience and support communities.</b>	<ul style="list-style-type: none"> <li>Review and prepare an update of the Golden Plains Municipal Emergency Management Plan.</li> <li>Implement the recently adopted Golden Plains Fire Management Sub-Plan.</li> <li>Educate, seek compliance and enforce under Council's Local Laws.</li> <li>Implement actions under the Domestic Animal Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>During Quarter 2 Council hosted the Golden Plains Fire Management Sub-Committee meeting and the Golden Plains Municipal Emergency Management Planning Committee.</li> <li>Council Officers participated in fire awareness events in Dereel and Smythesdale.</li> <li>Council Officers continue to implement actions under the Domestic Animal Management Plan.</li> </ul>	40%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	→ <b>Partner with community safety stakeholders including Victoria Police, SES and CFA, to advocate, communicate and promote community safety infrastructure and activities.</b>	<ul style="list-style-type: none"> <li>Continue to work Emergency Management agencies to assist and help prepare our residents in case of an emergency.</li> <li>Advocacy for improved police response times across the municipality, including Bannockburn Police Station changed to a 24-hour Police Station.</li> </ul>	<ul style="list-style-type: none"> <li>Council has successfully appointed a Senior Community Development Officer (Recovery). This role will commence in January 2024 and will focus on recovery to resilient communities following the 2022 floods.</li> <li>Council continues to liaise with the SES in terms of the planning for the new \$7m SES station in Bannockburn.</li> </ul>	60%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	<b>Y3  1.2.1 Promote and connect to our indigenous heritage and the traditional custodians of Golden Plains</b>			50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.2 CELEBRATING AND CONNECTING COMMUNITIES	<div> <div></div> <div> Implement actions result from the Reflect Reconciliation Action Plan (RAP). </div> </div>	<ul style="list-style-type: none"> <li>Undertake a desktop review of the current Reflect RAP to determine next steps in Council's Reconciliation Journey (February 2024).</li> <li>Continue to undertake monthly consultation sessions (8) with Traditional Owner groups across the next 12 months.</li> <li>Actively participate in Local Networking Groups with Other LGAs across Wadawurrung, Gulidjan and Easten Maar Country.</li> <li>Deliver activities in National Reconciliation Week (NRW) and NAIDOC Week.</li> <li>Review of Kindergarten services RAP and seek engagement and support from Wadawurrung surrounding professional development and training of educators.</li> </ul>	<ul style="list-style-type: none"> <li>Three subcommittees have been created from the RAP working group, meeting frequently to progress actions under the current Reflect RAP (Embedding Cultural Values Subcommittee 5 meetings, RAP review team, 3 meetings and the Staff Engagement committee, 3 meetings).</li> <li>Council Officers met with Reconciliation Australia in December to discuss the next steps for Council's Reconciliation journey (Innovate RAP) upon completion of review of the Reflect RAP. The RAP review committee will reconvene in February to discuss recommendations and develop a draft plan for the Senior management Team and Councillors as a part of the review process for the Reflect RAP.</li> <li>Monthly consultation sessions for 2024 (February - November) with Wadawurrung Traditional Owners Traditional Owner group have been scheduled. Council Officers continue to try and engage Eastern Maar Traditional Owner group where possible.</li> <li>Staff Engagement Subcommittee have met 3 times this quarter developing a plan to improve engagement with staff in the progress of RAP Action delivery and develop a program for staff for National NAIDOC Week and Reconciliation Week and across the year.</li> <li>Bannockburn Kindergarten educators are currently developing their service RAP and engaging with Wadawurrung traditional owners to change the 2024 group names to reflect Wadawurrung language. The have applied to have the groups named Kuwarrk (Kookaburra), Porrigil (Rainbow Lorikeet), Wurrak (Banksia), Garra (Golden Wattle).</li> </ul>	50%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	Y3  1.2.2 Recognising the rich history and artistic potential of Golden Plains Shire			50%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	<div> <div></div> <div> Continue to provide and seek opportunities for participation and engagement in Arts, Culture and Heritage. </div> </div>	<ul style="list-style-type: none"> <li>Develop, deliver and evaluate the Golden Spaces Exhibition program (June 2024).</li> <li>Establish and Launch the Golden Plains Stories website.</li> <li>Continue to deliver the Creative Workshop Program (6 sessions) with Geelong Regional Libraries (June 2024).</li> <li>Coordinate and Deliver the Annual Spring in the Shire Photography Competition (December 2024)</li> <li>Implement recommendations from the Public Art Scoping Desk Top Audit and undertake planning for the development of a Public Arts Policy and Strategy for FY 24/25 (June 2024).</li> <li>Continue to support community identified and led arts, culture and heritage initiatives (June 2024).</li> </ul>	<ul style="list-style-type: none"> <li>The 2023 pilot phase of the Golden Space Exhibition program has been successful - with Volunteers exhibition, a solo show and the Spring in the Shire competition still activating Council Spaces in Smythesdale and Bannockburn. An official public launch of the Golden Space program in May.</li> <li>Council Officers continue to build on content with historians for the Golden Plains Stories project and instigate an historical society network within the Shire to better share resources and develop succession planning.</li> <li>Council continues to deliver the Creative Workshop Program, <i>Take Part in Local Art</i> (6 sessions) with Geelong Regional Libraries - the first youth focussed program by Inverleigh artist Bec Wilson in January had 12 participant (full booked) There are 5 more arts workshops programmed to coincide the Farmer's Markets on Saturdays in March, May, July, September and November, program includes silk staff dying, felt-making, making your own paints and a Zentangle Drawing workshop.</li> <li>Twenty-seven finalist's works in the Annual Spring in the Shire Photo Essay Competition, were exhibited and the award winners were announced at the Golden Plains Twilight Market Event in December.</li> </ul>	50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.2 CELEBRATING AND CONNECTING COMMUNITIES	 <b>Implement actions arising from the Arts, Culture and Heritage Strategy by delivering on Arts programs that align with the strategy.</b>	<ul style="list-style-type: none"> <li>• Successfully establish the Arts, Culture and Heritage Advisory Committee to Council (December 2023).</li> <li>• Undertake a cultural and creative survey and establish a Cultural and Creative practitioners database (October 2023).</li> <li>• Develop and implement an industry Standard Evaluation Framework to measure to plot short term, medium and long term goals (May 2024).</li> <li>• Develop and annual Arts Culture and Heritage Reporting publication to share information on the delivery of outcomes against the Arts Culture and Heritage Strategy with community (March 2024).</li> <li>• Deliver initiatives that address community needs and actions under the strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• A Shire Wide Cultural and Creative Ecologies Mapping and Survey was completed in August 2023. A report is being developed from the information and will be shared with Community in April 2024.</li> <li>• An Evaluation Framework is currently being developed to assist in measuring progression and accountability of the delivery of the strategy. A report publication highlighting the operation delivery and achievements of the Strategy will be shared with Community April 2024.</li> <li>• Council Officers, on request from community, hosted a network meeting in December 2023 with 9 contemporary artists and creatives and a member of Regional Arts Victoria, with the aim to connect and implement innovative projects and programs - and apply for external funding.</li> </ul>	50%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	<b>Y3  1.2.3 Supporting events and activities across the Shire to bring communities together and promote participation</b>			50%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	 <b>Provide and enable opportunities for community to build social connection and encourage and foster local talent through community events, festivals, celebrations and activities.</b>	<ul style="list-style-type: none"> <li>• Successfully deliver the monthly farmers market program (11) from July 2023 - June 2024 (excluding January 2024).</li> <li>• Successfully deliver the Twilight Market Event (December 2023)</li> <li>• Deliver a suite of programs and events which fosters local talent and connection of young people across the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>• Council has successfully delivered 3 farmers markets this quarter and one Twilight Market in December. <ul style="list-style-type: none"> <li>• October- 41 Stallholders, over 600 people attending.</li> <li>• November - 41 Stallholders, over 600 people attending.</li> <li>• December - 43 Stallholders, over 500 people attending.</li> </ul> </li> <li>• Council successfully delivered its biggest December Twilight Market since inception with approximately 110 Stallholders and 8,046 visitors in attendance. Sponsorship from local GPS businesses and Windfarm's totalled \$15,000. Young musicians were engaged and offered an opportunity to perform at the Twilight Market contributing to fostering local talent and connection of young people across the municipality.</li> </ul>	50%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	<b>Y3  1.3.1 Empower and build the capacity of residents and groups to get involved and contribute to communities</b>			45%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	→ <b>Continue to provide and link community volunteers to support, funding opportunities and networks.</b>	<ul style="list-style-type: none"> <li>Deliver 2 rounds of the Community Strengthening Grant Rounds and report on the number of Community Strengthening Grants awarded, including total monetary value and geographical spread of projects.</li> <li>Deliver 1 Berrybank Windfarm Community Grants and report on the number of Berrybank Windfarm Community Grants awarded, including total monetary value and geographical spread of projects.</li> <li>Review and report developed on utilization of Grant Guru over a 12 months period December 2023.</li> <li>Undertake a review of Council Grant Programs to identify key areas of improvement, December 2023.</li> <li>Implement recommendations from Review of Council Grant Programs June 2024.</li> </ul>	<ul style="list-style-type: none"> <li>The 2023 Community Strengthening Grant Round 2 was endorsed by Council and awarded in November 2024. 16 applications were received, with 13 applicants receiving a total of \$78,102.50 for delivery of community projects and events.</li> <li>Council officers are conducting a review of Council's Community Grants Programs over the next three months to determine a set of recommendations for the future delivery of programs given the increase to availability of Grant Programs available in the municipality such as Windfarms, Beyond the Valley and Bendigo Bank.</li> <li>Council officers are currently undertaking a review to develop draft analysis report on utilization to assess continuation or cessation of subscription to Grant Guru, timelines for this work have been delayed report to be finalized by end of March.</li> </ul>	40%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	→ <b>Implement the Community Planning Program and deliver six community plans each year.</b>	<ul style="list-style-type: none"> <li>Development and launch of the Community Online Directory by October 2023.</li> <li>Finalise the Community Planning Program toolkit and resources and ensure availability to communities on Councils website September 2023.</li> <li>Continue to support community capacity building through a minimum of 6 training and development opportunities across the financial year.</li> <li>Evaluate and report on the delivery of the Community Planning Program Action Plan 2021-2024.</li> </ul>	<ul style="list-style-type: none"> <li>The community online directory has been created and Council Officers are currently using their contacts to populate the listings before the official launch of council communications end of February 2024. There were 38 listings on the directory as of 31st of December.</li> <li>Council Officers finalised the Community Planning Program toolkit and resources, however there has been a delay to timeframe's of official council branding and uploading to website, this s now likely to occur in mid February 2024.</li> <li>Continue to support community capacity building with facilitating training and development opportunities across the financial year, the community capacity building training series that was developed did not get the participation numbers that were expected, the rest of the series was cancelled due to poor registration numbers.</li> <li>Council Officers are currently undertaking an evaluate and developing a report on the delivery of the Community Planning Program Action Plan 2021-2024 for both community and Council by August 2024.</li> </ul>	50%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	<b>Y3  1.3.2 Provide and activate spaces and develop opportunities for communities to connect and participate</b>			50%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	→ <b>Promote participation and community activities through the provision of a network of fit-for-purpose Council facilities.</b>	<ul style="list-style-type: none"> <li>Review and implement policies that promote access to the activation and utilisation of community facilities.</li> <li>Deliver maintenance checks and works to ensure facilities are fit for purpose.</li> <li>Undertake a data collection and analysis to inform assessment of future community facility needs or rationalisation.</li> </ul>	<ul style="list-style-type: none"> <li>Council Officers have continued to review the Community Services Infrastructure Plan, with the aim of updating utilisation and condition data, to assist with future planning. The implementation of Council's annual building maintenance program commenced with the proactive implementation of identified maintenance issues, along with recurring scheduled maintenance items (painting, test/tag, fire services and cleaning). Key recent works delivered include: <ul style="list-style-type: none"> <li>External and internal painting of the Bannockburn Cultural Centre</li> <li>Replacement of the commercial dishwasher at the Bannockburn Cultural Centre</li> <li>Rokewood Public Toilet Upgrade completed (funded Project by WestWind Energy)</li> <li>Undertook planning, including seeking a power supply upgrade, for a new septic system installation at Inverleigh Golf Club (funded by LRCL).</li> </ul> </li> <li>Council also received Wadawurrung approval for the public toilet septic lines replacement at Bunjil lookout in Maude. Works are scheduled for Quarter 3.</li> </ul>	50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	→ <b>Support and empower community volunteers and committees in managing public spaces/ places and accessing funding opportunities.</b>	<ul style="list-style-type: none"> <li>Lead and deliver Consumer Affairs Training Program for council delegated management entities.</li> <li>Continue to support community volunteers in the maintenance and enhancement of open spaces and streetscapes.</li> </ul>	<ul style="list-style-type: none"> <li>Council Officers continues to support community groups, and in particular our facility Management entities to maintain and improve community infrastructure and access to it. This included completing the Smythesdale Public Gardens and Brewery Dam Masterplan, following the Public Exhibition Period. This plan will guide future direction and investment for both Council and the Smythesdale Progress Association who manage these sites.</li> <li>As part of the implementation of Council's annual Open Space improvements and the Local Roads and Community Infrastructure (LRCI) program the following works were also delivered to improve public open space and access to community infrastructure/ public places: <ul style="list-style-type: none"> <li>Bannockburn Recreation Precinct Picnic Area - Project included installation of a BBQ, Pergola, street furniture, fencing and landscaping.</li> <li>Edinburgh Reserve - all planning approvals completed, including Cultural Heritage advice and the delivery of new base for path works and concrete footings for furniture and a BBQ is well progressed.</li> <li>Leigh River Junction Viewing Platform - Cultural values assessment completed. RFQ's for structural engineer and land surveyors have been received are being assessed to determine scope of works.</li> <li>Lethbridge Lake Toilet Block - ASCO Group have been recommended as preferred contractor to deliver a new modular facility inclusive of septic system in early 2024.</li> </ul> </li> </ul>	50%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	<b>Y3  1.4.1 Value and provide inclusive opportunities for residents of all ages, genders and abilities to meaningfully participate in community life</b>			50%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	→ <b>Continue to deliver on the actions from the Active Ageing and Inclusion Plan 2020-2024.</b>	<ul style="list-style-type: none"> <li>Complete any outstanding actions in the 2020 - 2024 Active Aging and Inclusion Plan and initiate development of final report.</li> <li>Develop project plan to deliver the new Active Aging and Inclusion Plan.</li> <li>Recruit and onboard Active Aging and Inclusion Advisory Committee members.</li> <li>Recruit and onboard to internal Active Aging and Inclusion working group.</li> </ul>	<ul style="list-style-type: none"> <li>Five new members of the AA&amp;I Advisory group attended the Council Induction session in November to get them prepared to initiate meetings in the New Year.</li> <li>Work has commenced on the Disability Action Plan that will replace the Access and Inclusion Plan. A draft will be completed in the first half of 2024 and sent out for consultation.</li> <li>Internation Day for People with a Disability was celebrated by Council with a guest speaker and information session on 04 December 2023, which incorporated 44 attendees from Council Offices and the wider community.</li> <li>Networks established and maintained throughout the quarter for opportunities of information sharing and collaboration - Barwon Advocacy and Support Network, Vic Local Government Disability Planning, Golden Plains/ Surf Coast Access and Inclusion Network and Estia Health.</li> <li>The Access and Inclusion Officer attended the Inverleigh Kindergarten and Kardinia Kindergarten as a specialist in the field of accessibility audits and put forth recommendations on areas of accessible concern to relevant teams.</li> </ul>	50%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	→ <b>Demonstrate leadership on gender equity and promote respectful relationships.</b>	<ul style="list-style-type: none"> <li>Continue to deliver partnerships, programs, activities, spaces and education through the implementation of the Gender Equality Act 2020.</li> <li>Build capability of internal Gender Equality Champions.</li> <li>Implement an internal program to undertake Gender Impact Assessments across Council Business Units.</li> </ul>	<ul style="list-style-type: none"> <li>Council's internal Gender Equality Champions have disbanded and review to be undertaken on the continuation of the model in 2024.</li> <li>Council Officers are currently researching improvements to embedding Gender Impact Assessments (GIA's) across Council Business Units including liaising with and learning from Mitchell Shire's GIA App, this work will be presented to the Senior Management Team in February/ March 2024.</li> <li>Council Officers to provide education and training to employees supporting Gender Equity and Diversity and Inclusion through self-paced e-learning modules. An ongoing review of internal policies and procedures continues, to ensure no unintentional disadvantage or discrimination for intersectional attributes.</li> </ul>	50%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	→ <b>Promote and encourage activities that build awareness of gender diversity and support inclusion for LGBTQIA+ communities.</b>	<ul style="list-style-type: none"> <li>Implement recommendations from Council's Rainbow Ready Audit.</li> <li>Develop an LGBTQIA+ action plan.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to partner with Bannockburn P-12 to facilitate the Pride Party group. 9 Sessions were held over October, November and December with a total of 145 young people attending over that period.</li> <li>Council Continues to deliver it work relating to Vic Health Local Partnership (VLGP) funding addressing key actions under Module 'Building Proud and Inclusive Communities' including research and discussions with Training provider Minus18 to deliver 2 workshops in 2024 Introduction to Gender and Sexuality and Supporting the Trans &amp; Gender Diverse Community.</li> <li>Ongoing identification and support of internal and community-based days of observance, action or activity in respect of LGBTQI+ community that resonates with our employees and wider shire community has been completed through the development of a 2024 Observance Day calendar of events.</li> </ul>	50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	 <b>Realise and promote the potential of young Golden Plains Shire residents.</b>	<ul style="list-style-type: none"> <li>• Delivery of programs at the Golden Plains Youth Hub including partnership development for new service provision.</li> <li>• Development and implementation of a program of Shire-wide youth activities and events.</li> <li>• Delivery of the Youth Development Action Plan.</li> <li>• Development of the Municipal Early Years Plan and implementation.</li> <li>• Continuous engagement between the Active Ageing and Inclusion and Health, Wellbeing and Youth teams to ensure access and support to families and children across the early years programs is provided.</li> <li>• Identify inter-generational program opportunities.</li> <li>• Support programs and activities that reduce the effects of climate change on positive health outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• 268 young people participated in Youth Hub programs, including Y-Art, FFreeZa, Youth Activation Committee and Drop In open four nights per week during the school term.</li> <li>• Council Officers working in Youth Development partnered with Bannockburn P-12 and the Blue Light Foundation to support the delivery of the DASH program.</li> <li>• BMX Skate Competition was delivered in Bannockburn in partnership with YMCA and as part of FFreeZa seeing 100 participants actively engaged.</li> <li>• Three Youth Readiness sessions were delivered, First Aid, Barista and Food Handling with 47 attendees.</li> <li>• The Youth Development Team partnered with Federation Uni to deliver Primary to Secondary Transition sessions across the Shire. These were delivered to 172 students in Bannockburn, Napoleons, Cape Clear, Illabrook, Rokewood Junction, Teesdale, Meredith and Lethbridge.</li> <li>• The Pride Group was delivered weekly during school term with 27 participants.</li> <li>• Youth Partnership Program was delivered in Lethbridge, Teesdale, Shelford, Meredith and Bannockburn with 75 participants.</li> <li>• A total of 709 Youth Participants were engaged by the Youth Development Team for this quarter through program delivery or events held specifically by the Youth Team.</li> <li>• FFreeZa and YAC promotion, performances and engagement occurred at the Twilight market which had 8,318 people in attendance.</li> <li>• Council continues to support programs and activities that reduce the effects of climate change on positive health outcomes, this has been demonstrated in the delivery of the Reusable Products Rebate Program.</li> </ul>	50%

## LIVEABILITY '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	<b>Y3  2.1.1 Maintaining and improving our road and bridge networks</b>			50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ <b>Advocate for further investment in roads infrastructure.</b>	<ul style="list-style-type: none"> <li>Continue to advocate for VicRoads projects, Black Spot funding, Regional Roads Victoria and other funding opportunities.</li> <li>Advocate for improvements/ duplication of the roads from Bannockburn to the Geelong Ring Road.</li> <li>Deliver of road safety improvements Sebastopol-Smythesdale Road, through the Local Roads and Community Infrastructure Program.</li> <li>Deliver on various drainage projects through the Local Roads and Community Infrastructure Program including Common Road Inverleigh, Glen Avon Road, Bannockburn and Lowndes Road, Bannockburn.</li> <li>Widening of Kopkes Road, Haddon and Mt Mercer Road, Dereel through the Roads to Recovery program.</li> </ul>	<ul style="list-style-type: none"> <li>A Black Spot funding application was submitted in the reporting period. Advice on successful submission is expected in Quarter 3, with works including the upgrade of Slate Quarry Road and Gumley Road.</li> <li>Council Officers continue to meet quarterly with the Department of Transport to advocate for improvements/ duplication of the roads from Bannockburn to the Geelong Ring Road.</li> <li>Design of road safety improvements to Sebastopol-Smythesdale Road is complete. Works are planned for the third quarter and are funded through the Local Roads and Community Infrastructure Program.</li> <li>Widening of Kopkes Road, Haddon is complete, works were funded through the Roads to Recovery Program.</li> <li>Design of Mt Mercer Road, Dereel is complete. Construction is planned for the fourth quarter and is funded through the Roads to Recovery program.</li> <li>Installation of culverts across Meredith-Shelford Road is scheduled for the Quarter 3 to complete this project funded under Roads to Recovery program.</li> <li>Widening of Slate Quarry Road, Meredith tender awarded and works to commence in Quarter 3 funded under the LRCI phase 4 program.</li> </ul>	50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ <b>Implement Council's road and bridge upgrade programs.</b>	<ul style="list-style-type: none"> <li>Deliver Milton Street kerb and channel, drainage and carpark improvements.</li> <li>Deliver Haddon School Road - Racecourse Road intersection upgrade.</li> <li>Deliver Henderson Bridge, Bamganie bridge replacement.</li> <li>Installation of guard rails and bridge renewal from condition inspections as per the Bridge Renewal Program.</li> </ul>	<ul style="list-style-type: none"> <li>Planning for delivery of capital program is ongoing with design underway for Milton Street Kerb and Channel and Haddon School Road Intersection. Projects are expected to go to tender in Quarter 3.</li> <li>A funding application from the Bridge Renewals program was submitted for Hendersons Road Bridge, Bamganie and notification of advice on successful application was received with the project tendered, to be awarded and works commence in Quarter 3.</li> <li>A new funding application for Bridge renewals in 2024-2025 was submitted in Quarter 2. The two bridges are on Wurrook Road, Rokewood and Wilgul - Werneth Road, Werneth.</li> <li>Condition assessment of bridges is planned for Quarter 3.</li> </ul>	50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	<b>Y3  2.1.2 Advocate and plan for safe pedestrian, cycling and recreation paths and trails that reduce reliance on vehicles</b>			50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ <b>Continue to priorities and implement path and trail improvements to promote safe, active transport.</b>	<ul style="list-style-type: none"> <li>Preparation of path assessment to identify off-road cycling and walking options.</li> <li>Implementation of recommendations from Councils Tracks and Trails Strategy.</li> <li>Design and delivery of new footpaths in townships as per 2023/24 capital works program.</li> <li>Maintenance of Council's network of footpaths and trails, including the paths constructed from concrete, asphalt and gravel including all signage, drains and bollards.</li> </ul>	<ul style="list-style-type: none"> <li>The Draft Tracks and Trails Strategy was presented to Council in November 2023 and is currently on public exhibition. Following consideration of feedback received, the final Strategy will be provided back to Council in early 2024.</li> <li>Scarsdale Rail Trail Play Space connection was completed, providing connecting paths from the play space/ picnic area to the rail trail and car park.</li> <li>New footpath upgrades have been completed in Bannockburn and Lethbridge, and footpath maintenance programs have been issued to contractors for works in Teesdale, Inverleigh, Bannockburn, Lethbridge, Linton and Enfield.</li> </ul>	50%


Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ <b>Investigate sites and advocate options to allow safe pedestrian, cycling and recreation paths and trails.</b>	<ul style="list-style-type: none"> <li>Development and implementation of Footpath Strategy 2023-2033.</li> <li>Investigate and advocate for pedestrian crossings in townships, including safe road crossings at school and school bus drop-off points and shared paths and trails.</li> <li>Explore rural paths connecting townships, including further investigation of a Teesdale to Bannockburn path.</li> </ul>	<ul style="list-style-type: none"> <li>Community Consultation on the Footpath Strategy 2023-2033 was completed in Quarter 2. Preparation of the draft report is planned for the Quarter 3.</li> <li>Funding applications sought via the Transport Accident Commission (TAC) for Pedestrian crossings in the Smythesdale, Inverleigh, Rokewood and Teesdale townships was unsuccessful.</li> <li>The Department of Transport will provide support to Council for identification of road safety projects in Quarter 3.</li> </ul>	50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	<b>Y3  2.1.3 Continue to advocate and explore transport options across the Shire</b>			50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ <b>Advocate to State and Federal Governments for improved public transport infrastructure and connected services.</b>	<ul style="list-style-type: none"> <li>Continued advocacy for the extension of Ballarat's public bus network to townships in shire's north including Smythesdale, Smythes Creek and Haddon.</li> <li>Continued advocacy for a more frequent bus services on the Gelong bus network from the city to the growing towns of Bannockburn, Inverleigh and Teesdale.</li> <li>Continued advocacy for the reinstatement of passenger rail from Bannockburn to Geelong.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to meet with City of Ballarat, City of Geelong, Committee for Ballarat, Committee for Geelong and key industry stakeholders to support continued advocacy for the extension of Ballarat's public bus network to townships in shire's north including Smythesdale, Smythes Creek and Haddon and a more frequent bus services on the Gelong bus network from the city to the growing towns of Bannockburn, Inverleigh and Teesdale. Council have seen a reduced commitment with the Commonwealth Games not proceeding, and Council Officers will continue to initiate discussions with Department of Transport and Planning (DoTP) directly.</li> <li>Council continues to advocacy for the reinstatement of passenger rail from Bannockburn to Geelong.</li> </ul>	50%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ <b>Implement recommendations from the Shire wide Department of Transport Study.</b>	<ul style="list-style-type: none"> <li>Explore funding opportunities to progress the recommendations as identified within the Department of Transport Study report received in the 2022/23 reporting period.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting held with Department of Transport (DoT) and Council Officers on 16 November 2023 to discuss the application. Further discussion to occur between Councils Senior Management Team and the DoT on the execution of funding should the application be successful.</li> </ul>	50%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	<b>Y3  2.2.1 Provide, maintain and advocate for sustainable and accessible facilities that promote and enable healthy recreation, physical activity and social connection</b>			50%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	→ <b>Continue to progress Council's Play Space and Sport and Active Recreation Strategies.</b>	<ul style="list-style-type: none"> <li>Develop a Service Level Provisions Plan and Priority Project Assessment Tool.</li> <li>Continue to seek funding for recreation and community projects that have been identified for implementation.</li> <li>Consider sites for future Play Space upgrades and further consult regarding the future decommissioning of play spaces.</li> <li>Continue to maintain and strengthening relationships, collaborations and actively participating in regional and state recreational and sporting partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>Council's Officers have finalised the development of a capital assessment tool and priority project pipeline. These tools will allow Council to consistently assess projects and prioritise them based on scoring against a set criteria, guiding future direction, advocacy and investment in project planning, design, and then delivery.</li> <li>Following the submission of an Expression of Interest (EOI) for funding under the Federal Government's 'Growing Regions Fund', Council were invited to submit a final application for \$1.5 million to help deliver a female friendly changeroom upgrade at the Don Wallace Recreation Reserve. If successful this funding will help deliver the estimated \$3 million project which Council have already secured \$1.5 million for, following a State Government election commitment.</li> <li>Officers continued to implement Council's Play Space Strategy, with an upgrade of the Lethbridge Play Space partially completed and the facility open. This \$400,000 project was part funded by the State Government (\$200,000), under their 'Living Local' grant program. Council also ran a 'Request for Quote' process and appointed a consultant to develop plans for potential future upgrades of the play space and active youth spaces (BMX/Skate) at Turtle Bend Reserve in Teesdale.</li> <li>Council Officers continue to actively participate in 'Change Our Game' regional workshops to progress development of a 'Fair Access Policy'. The policy aims to provide equitable access to sporting facilities for women and girls with all Council's requiring an adopted policy by 1 July 2024 to be eligible for State Government sport and recreation funding.</li> </ul>	50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	→ <b>Prioritise, advocate and plan for upgrades, new community recreational facilities and rationalisation of existing facilities.</b>	<ul style="list-style-type: none"> <li>Identify facilities that may be appropriate for funding opportunities in alignment with the principles in the Play Space Strategy, Sport and Active Recreation Strategy and Community and Social Infrastructure Plan.</li> <li>Consider Growth planning and future provision, including female friendly and universally accessible facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to explore opportunities to seek suitable funding to deliver priority projects. This included discussions with Sport and Recreation Victoria and the Federal Government for the following projects: <ul style="list-style-type: none"> <li>Teesdale Don Wallace Recreation Reserve Female Friendly Changeroom Upgrade: EOI submitted under the 'Growing Regions Fund' and invited to apply for funding with a funding submission due in January 2024.</li> <li>Woody Yaloak Recreation Reserve Netball/Tennis Court Upgrade: Following funding body discussions this project has been identified as a potential application under the 'Regional Community Sports Infrastructure Fund'. This program will provide \$60M in funding to rural and regional Councils with applications due in March 2024.</li> </ul> </li> <li>Planning for both these projects has been in place for some time, with detailed designs completed. In addition, Officers progressed infrastructure development plans for the Woody Yaloak Equestrian Centre following adoption of the site masterplan in 2022. This project is being delivered in partnership with Sport and Recreation Victoria and aims to provide schematic plans and priority projects that support the growth of equestrian activities across the region and support female participation.</li> <li>Council also continued its partnership with the Federal Government and progressed projects funded under the 'Investing in our Communities' Program. This included now having established Federal funding agreements for Linton Oval Upgrade, Woody Yaloak Recreation Reserve Lighting Upgrade, Inverleigh Active Youth Space and Bannockburn Victoria Park Netball Pavilion and Football Change Refurb. Further development of a funding agreement for Maude Community Hall (Tennis Pavilion) is in progress following a Structural Assessment in December 2023 advising that the facility requires re-stumping and the replacement of flooring.</li> </ul>	50%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	<b>Y3  2.2.2 Programs, initiatives and services to promote optimal health and wellbeing, including physical activity, healthy eating, mental health and social connection</b>			48%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	→ <b>Facilitate healthy and active living by supporting low cost, place-based recreational activities.</b>	<ul style="list-style-type: none"> <li>Work with clubs, committees and volunteers across the municipality to deliver 'Come and try days' and activation events which support low cost, place based recreational activities to promote inclusion, participation and connection.</li> <li>Delivery of the Active Golden Plains program.</li> <li>Delivery positive ageing activities across the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>In September and October 2023, Council completed delivery of this year's 'Active Golden Plains' program. The program, focused on community led initiatives and was targeted at underrepresented groups across the whole Shire. A key priority of the 2023 program was to improve promotion and awareness. This was achieved by refreshing the logo and developing marketing collateral and merchandise. An end of program evaluation was conducted, with the following key information identified: <ul style="list-style-type: none"> <li>Over a dozen unique activities and 118 sessions facilitated</li> <li>100% of providers would like the program to continue</li> <li>80% of participants have continued with the activity</li> <li>On off events including the Lethbridge Fishing Day, showcased local open spaces and recreational areas, building awareness and hopefully leading to increased promotion and utilisation.</li> </ul> </li> <li>Positive Ageing programs occurred in Quarter 2 through the Seniors Festival which offers a suite of programs held across Victoria for the entire month of October. Community transport was provided and offered to residents across the Shire who wished to participate in activities outside of their township. This allowed for a total of 120 participants attended and engaged in the Council lead activities that included: <ul style="list-style-type: none"> <li>Social/music event- Sing Australia Choir at Woody Yaloak</li> <li>Ageism Awareness morning tea in Bannockburn</li> <li>Four-week Wiser Driver workshop building confidence in our ageing community on the roads delivered in Bannockburn</li> <li>Outing to the Ballarat Town Hall</li> <li>Outing to the Great Ocean Road Chocolaterie</li> </ul> </li> </ul>	50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ <b>Support and build capacity of community groups, clubs and committees to activate recreation facilities.</b>	<ul style="list-style-type: none"> <li>Work with sporting clubs, Men's Sheds, interest groups, Committees of Management to build capacity.</li> <li>Continue to work with sporting clubs, Men's Sheds, Social and interest groups, Committees of Management to advocate for safe and equitable participation opportunities for all.</li> </ul>	<ul style="list-style-type: none"> <li>During the reporting period, Council Officers provided direct support to the following groups in a coordinated effort to build capacity and set priorities for future implementation: <ul style="list-style-type: none"> <li>Shelford Recreation Reserve</li> <li>Meredith Recreation Reserve</li> <li>Napoleons Recreation Reserve</li> <li>Haddon Recreation Reserve</li> <li>Leighdale Equestrian Centre</li> <li>Ross Creek Recreation Reserve</li> <li>Woody Yaloak Equestrian Centre</li> </ul> </li> <li>As well as supporting these groups to facilitate AGM's, a review of facility priorities was also completed. Additionally, Council continues to work with Lethbridge residents as we prepare to take on management of Lethbridge Station, following the completion of building improvements and a formal handover from VicTrack expected in mid-2024.</li> <li>Volunteer training, engagement activities and funding opportunities continue to be shared via our database and social media platforms.</li> <li>Quarterly financial support continued to be provided to 5 Senior Citizen Groups in the Shire to help promote social connection and reduce the barriers of isolation to Rokewood, Inverleigh, Dereel, Smythesdale and Meredith. Further support has been provided to these groups through Council advocating to the State Government for extra funding to support our Seniors, as well as support to apply for further funding beyond July 2024 through the Berrybank Windfarm.</li> </ul>	50%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	→ <b>Support programs, initiatives and partnerships that promote and advocate for healthy eating and social connection.</b>	<ul style="list-style-type: none"> <li>Provide education and training to schools, community groups, sporting clubs and workplaces surrounding healthy eating, drinking and access to nutritious foods.</li> <li>Review and support food security programs, community projects, activities, spaces and measures.</li> <li>Support programs and activities that reduce the effects of climate change on positive health outcomes.</li> <li>Identify and deliver inter-generational program opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Council's partnership with Barwon Water continues with the provision of hydration stations at the Bannockburn Farmer's Market. Council continues to attend the Bannockburn Farmer's Market to promote the Choose Water Every Day campaign across the October, November and December, including the Twilight Market.</li> <li>Council continues to deliver the Edible Gardens - extended series webinars. 220 registrations have been received as of December 2023. Officers are currently planning a face to face workshop series for residents in April/May/June 2024.</li> <li>Council continues to support food security programs in partnership with Sustain, delivering a Food Survey across January/February, Food Forum for community and key partners in March and the development of a Local Food Network over the next 12 months funded by the Vic Health Local Partnership Funding.</li> </ul>	45%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	<b>Y3  2.3.1 Identify areas across the Shire that balance future urban growth whilst maintaining rural and township character</b>			50%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ <b>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.</b>	<ul style="list-style-type: none"> <li>Finalise the Growing Places Strategy which will clearly identify those locations which can accommodate growth of various types, and in doing so protect the valued character of smaller townships.</li> <li>Continue to work with the Victorian Planning Authority in finalising the Bannockburn South East Precinct Structure Plan which will provide targets for social and affordable housing options.</li> <li>Progress the Bruce's Creek West amendment, which also seeks to provide targets for social and affordable housing options.</li> </ul>	<ul style="list-style-type: none"> <li>Dardel Drive rezoning and permit for subdivision was approved. This development will contribute to social housing supply given the permit requires a minimum provision of 6%.</li> <li>The Victorian Planning Authority (VPA) are progressing the Bannockburn Southeast PSP, with exhibition proposed for mid 2024. Council provided the VPA with a list of community infrastructure and open space items to be included in the Development Control Plan (DCP).</li> </ul>	50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ <b>Continue Strategic Land Use Planning that identifies suitable areas for potential growth.</b>	<ul style="list-style-type: none"> <li>Assess Cambrian Hill Precinct Structure Plan.</li> <li>Finalise Growing Places Strategy.</li> <li>Finalise Shire Wide Development Contributions Framework.</li> <li>Finalise Teesdale Flood Study.</li> <li>Work with Victorian Planning Authority to finalise the Bannockburn SE PSP.</li> <li>Work with proponents to assess and process amendments to rezone land.</li> <li>Prepare a Shire Wide Open Space Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Amendments C102gpla (Planning Scheme Review) and C104gpla (Teesdale Flood Study) were given authorisation to prepare and exhibit.</li> <li>Amendment C103gpla (Dardel Drive rezoning) was approved by the Minister for Planning.</li> <li>Council continues to consider how to facilitate residential development in Cambrian Hill.</li> <li>Preparation of the final Growing Places Strategy is underway.</li> <li>Council Officers are drafting Policy and Procedures regarding Development Contributions.</li> <li>Council Officers continue to work with Victorian Planning Authority to finalise the Bannockburn South East PSP.</li> <li>Council Officers continue to work with proponents to assess and process amendments to rezone land.</li> <li>Council Officers are considering the drafting of an Urban Design Framework for the Bannockburn Town Centre.</li> </ul>	50%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ <b>Manage planning applications, subdivisions and implement planning controls in accordance with the Planning Scheme.</b>	<ul style="list-style-type: none"> <li>Continue to facilitate orderly and proper planning outcomes for the municipality. Aim to achieve 80% of applications within 60 days and 90% of VicSmart applications within 10 business days.</li> </ul>	<ul style="list-style-type: none"> <li>Council received 88 applications in the second quarter and determined 97 applications valued at \$31,000,000. Council Officers determined 59% of applications within 60 days and 100% Vic Smart permits within 10 business days.</li> </ul>	50%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	<b>Y3  2.3.2 Ensure and provide infrastructure to accommodate and service existing and developing communities across the Shire</b>			49%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ <b>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.</b>	<ul style="list-style-type: none"> <li>Finalise the Growing Places Strategy which seeks to provide growth fronts for all land uses within the municipality.</li> <li>Nominate Meredith township to be the next township sewered by Barwon Water.</li> </ul>	<ul style="list-style-type: none"> <li>The draft Growing Places Strategy is being prepared with three technical reports presented to Council this quarter. Council Officers are working with the Bushfire consultant to draft changes to the planning scheme based on the Strategic Bushfire Risk Assessment. Several rezonings and the Bannockburn SE PSP are being assessed which will provide housing choice and diversity as well as community infrastructure and open space.</li> </ul>	50%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ <b>Continue to advocate for and provide new and upgraded infrastructure projects across the Shire that create liveability.</b>	<ul style="list-style-type: none"> <li>Planning and delivery of capital upgrades for: <ul style="list-style-type: none"> <li>Bannockburn Victoria Park Changeroom Upgrade</li> <li>Bannockburn Skate Bowl</li> <li>Inverleigh Active Youth Space</li> <li>Lethbridge Play Space</li> <li>Linton Oval Upgrade</li> <li>Rokewood Community Hub</li> </ul> </li> <li>Design and delivery of infrastructure works outlined in Council's Capital Works Program.</li> <li>Design and delivery of drainage improvement projects as per the drainage program identified in Council's 2023/24 budget.</li> <li>Prioritise and plan for key infrastructure actions identified within the Bannockburn IWM Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Progress on infrastructure projects includes: <ul style="list-style-type: none"> <li>Widening of Cape Clear - Rokewood Road north and south sections is 100% complete.</li> <li>Widening of Henderson Road, Haddon due to commence in Quarter 3.</li> <li>Improvements to parking areas in Meredith and Lethbridge at design stage with works to be completed by Quarter 4.</li> <li>Bituminous Reseal program commenced in Quarter 2 to be completed in Quarter 3.</li> <li>Gravel resheeting of unsealed roads to commence in Quarter 3.</li> <li>Drainage upgrade works commence in Brady Road, Lethbridge in Quarter 2.</li> <li>Design of drainage projects is progressing with works to be included in future programs.</li> </ul> </li> <li>Progress on community projects includes: <ul style="list-style-type: none"> <li>Bannockburn Victoria Park Changeroom Upgrade - following completion of Detailed Design, the tender for the Netball Pavilion was advertised with construction contractor Bowden Corp appointed in December 2023.</li> <li>Bannockburn Skate Bowl - following completion of Detailed Design, the tender for the Skate Bowl was advertised with construction contractor Independent Concrete Constructions Pty Ltd appointed in December 2023.</li> <li>Inverleigh Active Youth Space - following completion of Detailed Design, the tender was advertised without success. A secondary selective tender process is now being undertaken.</li> <li>Lethbridge Play Space - Planning completed and contractor Adventure Plus engaged. Playground installation works were completed prior to the Summer Holidays with further works to occur in early 2024.</li> <li>Linton Oval Upgrade - Works commenced on site in September 2023. Some delays were initially experienced due to wet weather. Ground works, irrigation main line, lateral lines and sprinkler installation works are well progressed. Perimeter fencing, coaches boxes and drainage works will occur after the Christmas break.</li> <li>Rokewood Community Hub - Detailed designs are completed with the final versions provided in December 2023 and signed off by PCG members.</li> </ul> </li> </ul>	50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ <b>When planning for new communities, ensure social and community infrastructure and appropriate services are delivered and funded (in part) by Development Contributions.</b>	<ul style="list-style-type: none"> <li>Finalise the Development Contributions Implementation Plan and progress with the creation of a Governance Structure internally to manage the creation and collection of Development Contributions.</li> <li>Continue to work with the Victorian Planning Authority on the development of the Development Contributions Plan Overlay for the Bannockburn South East Precinct Structure Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Council Officers are preparing Policy and Procedures related to the Development Contributions framework prepared by Mesh. This will assist with considering and processing development contributions across the organisation.</li> <li>Preparation of Developer Contributions for the Bannockburn South East PSP, Bruce Creek West, Bannockburn Industrial Estate expansion, Ormond Street Rezoning and Terrier Road Rezoning continue to be negotiated and prepared.</li> </ul>	50%
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	<b>Y3  2.4.1 Provide high quality public spaces and infrastructure</b>			50%
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	→ <b>Provide and advocate for safe and attractive design to preserve and improve rural and urban character of the townships across the municipality.</b>	<ul style="list-style-type: none"> <li>Progress the Northern Streetscapes Framework Plan to detailed design documentation.</li> <li>Advocate for external funding for the Northern Streetscapes Framework Plan implementation.</li> <li>Implement Stage 2 of Bannockburn Recreation Precinct Open Stage Development and contribute to the development of the Open Space Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Council Officers commenced planning for the update and development of an 'Open Space Strategy' to guide future direction, investment, and to align with requirements under the State Governments Planning Scheme. This included developing a 'Consultants Brief' and an evaluation process to identify market costs, appoint a suitably skilled and experienced consultant to support Council with the development of the strategy. Unfortunately, budget constraints have led to this project being placed on hold for foreseeable future. Officers will continue to explore opportunities to develop strategic plans to support the ongoing development of open space areas.</li> <li>Council adopted the Smythesdale Public Gardens and Brewery Dam Masterplan in September following an extensive community engagement process. This plan will support Council and the Smythesdale Progress Association, who manage the site, to prioritise facility improvements and progress planning for implementation.</li> </ul>	50%
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	<b>Y3  2.4.2 Maintain the amenity and cleanliness of townships, roadsides and public spaces</b>			50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	 <b>Service, maintain and renew assets to provide usable and attractive public spaces that support a variety of social and community uses and safety.</b>	<ul style="list-style-type: none"> <li>Provision of all township maintenance services in accordance with Council policy. This includes street beautification and upgrade works, roadside, parkland and recreation facility mowing, irrigation maintenance, horticulture maintenance, street sweeping, street furniture maintenance/ replacement, general litter removal and removal of graffiti.</li> <li>Tree maintenance works on Council's local road network and managed land, to ensure community safety and in response to customer requests.</li> <li>Commence development of the Open Space Asset Maintenance Strategy with a cross-Council collaborative approach, and in alignment with the findings of the Open Space Strategy.</li> <li>Investigation opportunities for collaboration with Council's Natural Resource Management team to assist with management and maintenance activities within our natural reserves to improve the amenity and accessibility of these spaces for our community.</li> <li>Complete furniture upgrades to Rokewood open space (between Gibb Street &amp; Ferrars Street.)</li> <li>Collaborate, support and advise community volunteers assisting with maintaining streetscape amenity.</li> </ul>	<ul style="list-style-type: none"> <li>Council Officers working within our Open Space team are moving towards programmed works, which includes building a schedule for maintenance timeframes and frequencies.</li> <li>Programmed maintenance schedules will coincide with the Open Space Maintenance Strategy and Plan. The development of an Open Space Strategy is to commence during the Quarter 3 reporting period and the replacement and renewal of such Street furniture and Open Space Infrastructure is to be reviewed and included within the Open Space Strategy and Plan.</li> <li>Playing surfaces and ovals are programmed through contractors and are currently working through the spring renovation works. Irrigation for green playing surfaces is audited annually.</li> <li>Graffiti is removed as needed and street sweeping is occurring weekly with internal street sweeper.</li> <li>Council continues to maintain and upgrade its public open spaces within budget constraints and increasing community expectations.</li> </ul>	50%



## SUSTAINABILITY '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	<b>Y3  3.1.1 Ensuring our native vegetation, ecosystems, flora and fauna and old growth trees are healthy and protected</b>			50%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	→ <b>Continue to implement and report on progress of Council's Environmental Strategy 2019-2027 and carry out works in line with Natural Reserves Management Plans.</b>	<ul style="list-style-type: none"> <li>Continue to implement and report on progress of Council's Environment Strategy 2019-2027, and carry out key actions identified within the Natural Reserves Management Plans.</li> <li>Advocate for additional resources to rehabilitate Edinburgh Reserve.</li> <li>Partner with Linton Progress Association to support works.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to progress key actions identified within the Natural Reserves Management Plans.</li> <li>The Moorabool River Reserve Master Plan was adopted and published in October 2023.</li> <li>A funding proposal was submitted to CCMA Kitjarra-dja-bul Bullarto langi-ut project for priority activities to be implemented as part of the Moorabool River Reserve Master Plan. A grant of \$175k has been provisionally awarded to Council. The contract is currently being finalised.</li> <li>The Environment Team confirmed capacity to contribute vegetation works as part of Edinburgh Reserve rehabilitation and handover. Timing to be advised.</li> <li>An internal review of the Environment Strategy is planned for Quarter 4 2024.</li> <li>Prescribed burns were conducted at both Teesdale Grassy Woodlands and River Red Gum Reserve over the reporting period.</li> </ul>	50%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	→ <b>Preserve and protect native vegetation and assess potential environmental impact of new developments within the municipality.</b>	<ul style="list-style-type: none"> <li>Proactively work to ensure compliance with environmental legislation and best practice guidelines to protect and conserve vegetation.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Natural Resource Management Officers attend and contribute to development planning strategic meetings.</li> <li>Major developments being assessed include, Bannockburn Southeast Precinct Structure Plan, Bruce's Creek West Development and the Bannockburn Industrial Estate Development.</li> <li>The Environment and Sustainability Team has supported investigation into the Teesdale North-East Growth Area, which concerns land adjacent to the Teesdale Landfill site.</li> <li>A review and update of Council's Roadside Environmental Management Plan (REMP) and Environment Code of Practice Handbook has commenced during the reporting period.</li> </ul>	50%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	<b>Y3  3.1.2 Value, promote and preserve our cultural and natural heritage for future generations</b>			50%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	→ <b>Implement ongoing initiatives and activities to preserve the cultural and natural heritage of the Shire.</b>	<ul style="list-style-type: none"> <li>Acknowledge and preserve Aboriginal values and culture through partnerships, land management practices and education.</li> <li>Maintain, store and promote the Golden Plains Civic Collection, including ensuring the digitized collection is available online to the general public and residents (January 2024).</li> <li>Develop 2 initiatives/projects that engage historical societies or historical practitioners that addresses actions identified under the Arts Culture and heritage Strategy (May 2024).</li> <li>Identify appropriate communication platforms to assist in the promotion of places of indigenous, natural and historical significance across the Shire (March 2024).</li> </ul>	<ul style="list-style-type: none"> <li>Council Officers have met with Haddon residents (First Nations and local community) to develop concepts for an Indigenous Sculpture for a forthcoming funding application.</li> <li>Council has had planning discussions with an local historian to develop a plan for 2 initiatives/projects that engage historical societies or historical practitioners that addresses actions identified under the Arts Culture and heritage Strategy, discussion to commence early next year (February 2024).</li> <li>Spring in Shire Photo Essay Competition, titled drew attention to our environment, titled Photo [synthesis] 27 images of cultural and natural heritage</li> </ul>	50%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	<b>Y3  3.2.1 Provide sustainable and efficient waste management services</b>			45%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Continue to work with regional partners and stakeholders to develop waste minimisation, management and education strategies and to advocate for Regional or State waste improvements and initiatives, such as the Container Deposit Scheme.	<ul style="list-style-type: none"> <li>Planning, education and communications in preparation for the implementation of the Container Deposit Scheme.</li> <li>Advocating for external funding for implementation of the Container Deposit Scheme.</li> <li>Continue to work with Barwon Water towards RRON for FOGO.</li> <li>Continue to collaborate with Councils on waste minimisation strategies regionally.</li> <li>Continue to collaborate with the City of Ballarat's feasibility study for a waste to energy facility.</li> <li>Meet legislative requirements regarding the provision of a 4 stream waste management system.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to be involved in collaborating on regional waste projects, including with City of Ballarat on a potential Circular Economy Facility in the Ballarat area.</li> <li>Council continues to liaise with the Department of Energy, Environment and Climate Action (DEECA) regarding delivery of the State Government's Container Deposit Scheme and provide supportive communications for positive outcomes for the Shire.</li> <li>Council is liaising with Barwon Water to ensure alignment between Barwon Water's RRON facility development and plans for Council to introduce a food organics and garden organics (FOGO) collection service.</li> </ul>	40%
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"> <li>Deliver responsive household waste collections services – garbage and recycling.</li> <li>Public and community litter bins and services delivery.</li> <li>Landfill rehabilitation and ongoing management.</li> <li>Planning, education and communications in preparation for the implementation of four bins.</li> <li>Advocating for external funding for waste management initiatives.</li> <li>Compliance with legislation and best practice.</li> <li>Undertake an audit of Linton Tip and assess options.</li> </ul>	<ul style="list-style-type: none"> <li>Council Officers working in waste services continue to manage the kerbside collection contract.</li> <li>Council has progressed the landfill rehabilitation plan for the closed Rokewood landfill site, with the tender for works advertised in December. Procurement and evaluation processes are expected to be completed by February 2024. Technical documents for the rehabilitation of the Teesdale site have been prepared and will further progress during 2024 as resources become available.</li> <li>The project plan for the introduction of the purple glass bin across the Shire was endorsed by Council in November 2023. Procurement processes for the new bins have commenced, and the preparation phase for communication and education planning are now underway.</li> <li>Remediation options for the Linton Tip site have started to progress.</li> </ul>	50%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	Y3  3.2.2 Investigate options for the disposal of hard waste and prevention of illegal dumping			38%
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"> <li>Work collaboratively with Regulatory Services and Outdoor Maintenance teams to respond to incidences of illegal dumping.</li> </ul>	<ul style="list-style-type: none"> <li>Council Officers continue to follow up, issue notices and infringe people caught dumping rubbish. Council Officers continue to work closely with the Environment Protection Authority of Victoria to investigate illegal dumping.</li> </ul>	50%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Review of the Waste Strategy to review hard waste initiatives and opportunities.	<ul style="list-style-type: none"> <li>Complete an options analysis into the provision of a Hard Waste Service.</li> <li>Align the Waste Strategy to reflect these findings, following Council decision/direction on the next steps.</li> </ul>	<ul style="list-style-type: none"> <li>A detailed hard waste collection cost/benefit analysis with options was presented to Senior Management for consideration and presented to Council at a briefing in August 2023. Further cost analysis has been provided for consideration.</li> </ul>	25%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	Y3  3.2.3 Education and promotion of responsible behaviours to reduce waste to landfill			35%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Continue engaging with community and businesses on waste reduction strategies and responsible waste disposal options.	<ul style="list-style-type: none"> <li>Work with Regulatory Services to manage incidents of illegal dumping.</li> <li>Encourage and advise on appropriate disposal of hazardous materials, and act in accordance with legislation.</li> <li>Waste Education Officer position to continue to be funded to ensure provision of communications and education to encourage positive behaviour changes within the community, and inform about changes to waste services, such as CDS and four bins.</li> </ul>	<ul style="list-style-type: none"> <li>The Sustainability and Waste Education Officer commenced in late September 2023. For Quarter 2 waste education and communication priorities focused on re-establishing waste education linkages across Council's environment, community development and youth teams, and identify youth waste education priorities for the next 12 months.</li> <li>Council's glass bin introduction communication and education plan has been prepared over the reporting period.</li> <li>Addressing kerbside bin contamination has also been a focus, working closely with Customer Service and Cleanaway to communicate directly with residents on ways to reduce contamination/ use bins correctly and link to Council's supporting resources.</li> </ul>	35%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	Y3  3.3.1 Conduct land management practices and behaviours that enable a safe and thriving natural environment			40%
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"> <li>Continue to advise, educate and empower local farming industries, businesses and community to promote, support and implement environmentally sustainable practices.</li> <li>Collaborate with Regulatory Services team and statutory authorities to report environmental risks, incidents and threats as identified under legislation.</li> <li>Undertake a review of environmental compliance in accordance with the Environmental Protection Act.</li> </ul>	<ul style="list-style-type: none"> <li>Council regularly responds to enquiries from residents about sustainable land management, agricultural and natural resource practices.</li> </ul>	10%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	→ <b>Continue undertaking activities that reduce the risk of wildfires and flood events.</b>	<ul style="list-style-type: none"> <li>Golden Plains Shire Council is susceptible to fire, flood and storm events. During the summer, Council will undertake the following: <ul style="list-style-type: none"> <li>Issuance of fire prevention notices.</li> <li>Undertake roadside and reserve slashing.</li> <li>Maintain Neighbourhood Safer Places - Bushfire Place of Last Resort.</li> <li>Work closely with the CFA and assist them when needed.</li> <li>Inspect the strategically placed fire tanks in the shire to ensure they are filled with water for the CFA.</li> <li>Assist and advertise community education regarding fire and flood, and prepare for and mitigate exposure to fires and flood.</li> <li>Undertake planned burns for fuel reduction and biodiversity purposes.</li> <li>Undertake drainage maintenance.</li> <li>Progress drainage studies and identify flood mitigation projects.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Council, through the Bushfire Resilience Officer has either organised or participated in a number of events to inform the community about risks, identify mitigation strategies or give them tools to assist in fire preparation.</li> <li>Council has engaged a consultant and detailed design is underway for the Inverleigh Flood levee upgrade with community consultation to take place in the new year.</li> <li>Council has undertaken Fire Hazard Inspections with over 300 notices issued to landholders.</li> <li>Council has commenced its roadside slashing program.</li> <li>The design of the Common Road catchment mitigation projects is progressing. Construction of drainage projects are planned to commence in the third quarter. Maintenance of open drains and easements commenced in Quarter 2.</li> <li>Flood studies in Bannockburn commenced in Quarter 2 with identified options to be modelled and tested in Quarter 3. Maintenance works to commence in Quarter 4 and mitigation works referred to future drainage works programs subject to available funding.</li> <li>Drainage maintenance programs have continued to roll out across the shire.</li> <li>Major Flood recovery projects completed this quarter include upgrade of three fords Parkers Road, Nestors Road and Riddles Road.</li> <li>Design of the Linton-Piggoreet Bridge replacement structure commenced this quarter with works planned for quarter three.</li> <li>Further Road repairs and Bridge repairs under the Flood Recovery program are scheduled to commence in Quarter 3.</li> <li>Design of Pinchgut Road Bridge will commence in Quarter 3 with works to be completed in Quarter 4.</li> <li>Design of Federation Pedestrian Bridge will commence in Quarter 3 with works to be completed in Quarter 4.</li> </ul>	60%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	→ <b>Protect the health of waterways and facilitate sustainable water use through implementation of water security initiatives in the Environmental Strategy 2019-2027.</b>	<ul style="list-style-type: none"> <li>Continue the development of the Bannockburn Integrated Water Management plan, including identification of prioritised actions.</li> <li>Continue to advocate for funding to implement key actions of the Bannockburn Integrated Water Management Plan.</li> <li>Continue as members in the Barwon Integrated Water Management Forum to advocate for a collaborative and integrated approach to water management that enables sustainable environmental, social, cultural and community prosperity.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to work with the Barwon and Central Highlands Integrated Water Management (IWM) Forums.</li> <li>The Bannockburn Integrated Water Management Plan project has completed the conceptualisation and shortlisting options phase of the project, with a draft IWM plan expected by end of January. Council was provided a project status briefing in November 2023. Engagement with Wadawurrung throughout the process is continuing.</li> </ul>	40%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	→ <b>Undertake pest plant and animal management control programs and community education to target and reduce the prevalence of invasive species in natural systems.</b>	<ul style="list-style-type: none"> <li>Deliver invasive weed education to the community as guided by the Invasive Weed Strategy and Action plan.</li> <li>Continue on the ground activities to manage pest plants and animals in public spaces across the municipality.</li> <li>Collaborate with community volunteer groups to manage pest plants.</li> </ul>	<ul style="list-style-type: none"> <li>On ground works continue to manage pest plants and animals in public spaces across the municipality. Council Officers continue to encourage landholders to address pest plant issues, by issuing on going correspondence to landholders.</li> <li>In November Council's Environment and Sustainability Team arranged a rabbit management workshop in partnership with the Geelong Landcare Network . The workshop was attended by 40 participants, and provided information to landholders regarding the management of rabbits and achieving long term outcomes.</li> </ul>	50%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	<b>Y3  3.3.2 Support and partner with the community on environmental initiatives</b>			50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	 <b>Continue to build the awareness and capacity of communities to respond to local environmental issues and to implement sustainable practices.</b>	<ul style="list-style-type: none"> <li>Connecting, collaborating and supporting community volunteer groups such as Landcare and environmental interest groups.</li> <li>Community activities and education that promote ownership of sustainability issues and the natural environment, including clean-up days, greening activities and tree plantings.</li> <li>Complete the Moorabool River Reserve Master Plan.</li> <li>Investigate opportunities to collaborate Wadawurrung to develop a management plan incorporating traditional owner land and water management practices for the Moorabool River Reserve, in alignment with paleert tjaara dja - Wadawurrung Healthy Country Plan (2020-2030)</li> <li>Advocate for funding to implement key actions identified within the Environment Strategy.</li> <li>Continue to collaborate with agencies on regional scale projects such as kitjarra-dja-bul bullarto langi-ut in the protection and enhancement of our natural assets.</li> </ul>	<ul style="list-style-type: none"> <li>A priority to establish a WTOAC Country Management Plan in partnership with Wadawurrung has been integrated into the Moorabool River Reserve Master Plan.</li> <li>As part of Councils partnership with CCMA, for the Kitjarra-dja-bul Bullarto langi-ut program, Council has prepared a project plan that requires Traditional Owner oversight to develop detailed design and construction drawings for: <ul style="list-style-type: none"> <li>Nature based play space</li> <li>Resting/story place</li> <li>Anabranh crossing points</li> <li>Preparations to go to Tender for the project are now underway.</li> </ul> </li> <li>Council Officers continue to collaborate and support community volunteer groups such as Landcare and environmental interest groups.</li> </ul>	50%
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	<b>Y3  3.4.1 Implement approaches to address and mitigate climate change</b>			40%
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	 <b>Undertake a review of the Climate Emergency Plan and address risk based priority adaptation and mitigation actions.</b>	<ul style="list-style-type: none"> <li>Undertake a review and update the Climate Emergency Plan</li> <li>Establish a climate risk register and progress risk planning for Golden Plains Shire.</li> <li>Improve awareness across Council and Community by compiling knowledge resources, data and evidence on climate risk and adaptation and mitigation considerations for Golden Plains Shire.</li> <li>Advocate for external funding for delivery of priority actions, identified in the risk planning and Climate Emergency Plan review.</li> <li>Continue as a partner on the Barwon South West Climate Alliance to respond collaboratively to the regional climate change priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Council has been working in partnership with Surf Coast Shire to draft tender documents for a joint Climate risk assessment project for both shires. It remains pending the outcome of the EMV risk and resilience grant application. The outcome of the grant application is expected late January.</li> <li>Council committed to being part of a collaborative Barwon South-West Climate Alliance submission for the 'Resilient Community Assets Grant Application' to the Victorian Government's National Partnership Agreement (NPA) on Disaster Risk Reduction.</li> <li>Council staff contributed and provided input into BSWCA drafting process for development of their new Strategic Plan and Action Plan for 2023-2027.</li> <li>An internal review of the Climate Emergency Plan is expected to commence Q4 2024.</li> <li>An informal Climate change knowledge and resources library is starting to be collated by the Environment and Sustainability team.</li> <li>Environment and Sustainability Team are collaborating with Health and Wellbeing to identify and progress climate and health related initiatives.</li> <li>A climate change brief is planned for the Portfolio Meeting, 6 February.</li> </ul>	40%
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	<b>Y3  3.4.2 Promote and encourage the use of sustainable and clean energy and technology</b>			50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	↳ <b>Scope, encourage and further develop projects and initiatives that explore the use of renewable energy and carbon neutral practices.</b>	<ul style="list-style-type: none"><li>• Progress the development of an Environmental Sustainable Design Policy and sustainability procurement criteria for Council</li><li>• Progress the electric vehicle fleet transition plan for Council</li><li>• Support community education initiatives and promotion of clean energy technology and sustainable practices.</li></ul>	<ul style="list-style-type: none"><li>• The collaborative electric vehicle fleet transition plans in partnership with Colac-Otway and Warrnambool. Contract is led by NDEVR Environmental. Draft plans were submitted to Council end of October. Extensive review has been undertaken by various Council teams, with detailed feedback collated and provided to NDEVR in mid-December. A review meeting was held between Councils and NDEVR in early January to agree on requirements and review priorities.</li><li>• Council Officers are leading BSWCA priority project to establish an electric vehicle transition working group and develop a policy/ framework to support EV transition across the region. This work is largely on hold until the EV fleet transition plan for Council is completed.</li></ul>	50%

## PROSPERITY '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	<b>Y3  4.1.1 Support the development of young children and their families</b>  → <b>Delivery of Best Start Best Life Reform Planning for Kindergarten Infrastructure.</b>  → <b>Provide services, infrastructure and support to enable health, wellbeing and development in early years.</b>			50%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT		<ul style="list-style-type: none"> <li>Continue to work with the Department of Education to support Best Start Best Life Kindergarten Building Blocks infrastructure projects across the Shire.</li> <li>Liase with the Department of Education to update Kindergarten Infrastructure Services Plan for Golden Plains Shire.</li> <li>Undertake and complete an Early Childhood Workforce plan.</li> </ul>	<ul style="list-style-type: none"> <li>The two Kindergarten Modular Projects are well advanced. The Haddon project is due for handover Module number 1 in January 2024 and Module number 2 in February. The Bannockburn Module project has a handover due for February/ March 2024.</li> <li>Discussions are underway with ELC team from Victorian Schools Building Authority (VSBA) regarding options for Teesdale demand.</li> <li>The Napoleons Kindergarten keeping our sector strong (KOSS) project is on schedule for handover January 2024.</li> <li>Other Best Start Best Life projects and funding include Kindergarten Infrastructure and Services Plans (KISP) update and early childhood education and care (ECEC) Workforce Planning. Both projects are fully funded have commenced with contractors engaged.</li> </ul>	50%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT		<ul style="list-style-type: none"> <li>Delivery of Maternal and Child Health Service, which provides a comprehensive and focused approach for the promotion, prevention and early identification of the physical, emotional and social factors affecting young children and their families.</li> <li>Planning and implementation of Funded Sleep and Settling programs.</li> <li>Planning and implementation of Funded Supported Playgroup program.</li> <li>Delivery of quality and assessable early years services and childcare options for families across the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>Supported Playgroups across the Shire continue to average 16 families (26 children) attendance a week. Meeting at Bannockburn kindergarten and The Well in Smythesdale families have two centralised places at either end of the shire to attend groups. 2 families are also supported in home via Small Talk.</li> <li>3 families have identified as Aboriginal and Torres Straight Islander and continue to be supported culturally.</li> <li>Sleep and Settling sessions continue to be offered to families in both face to face and online formats. 29 hours of support have been provided to families with 10 new families engaged in support.</li> <li>Enrolments have been confirmed for the 2024 kindergarten year, with the current numbers for each service.               <ul style="list-style-type: none"> <li>Bannockburn 3yr old 43 children and 4yr old 40 children - this has seen an extra kindergarten program added as numbers have significantly increased</li> <li>Inverleigh 3yr old 24 children and 4yr old 23 children</li> <li>Meredith 3yr old 11 children and 4yr old 9 children</li> <li>Rokewood 3yr old 8 children and 4yr old 5 children</li> <li>Teesdale 3yr old 27 children and 4yr old 36 children</li> </ul> </li> <li>New family day care options continue to be explored across municipality.</li> </ul>	50%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	<b>Y3  4.1.2 Enable access to education, learning and skill development through all stages of life</b>  → <b>Advocate to Government, business and service providers for investment and programs to support education.</b>			50%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT		<ul style="list-style-type: none"> <li>Advocacy for new school infrastructure and school program funding across the Shire, including new schools in Bannockburn South and Smythesdale.</li> <li>Advocacy for vocational learning options in farming agriculture and mechanical trades across the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>The Central Highlands Economic Development Facilitators Forum received a presentation from the Victorian Skills Authority and will be participating in a workshop in February. The workshop is intended to provide Council Officers a greater insight into the work of the Victorian Skills Authority, to unpack some of the region's skills needs and understand what approaches could be useful. Council Officers have invited representatives from Fed Uni and the Highlands LLEN.</li> </ul>	50%



Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Collaborate with learning centres, local groups and activities to promote skill development opportunities including with Emergency Services, Mens Shed's and Interest Groups.	<ul style="list-style-type: none"> <li>Coordination and delivery of inaugural Golden Plains Careers Expo, aiming to advance the learning and employment outcomes for young people throughout the Shire.</li> <li>Investigate partnership opportunities with organisations delivering construction industry skills programs.</li> <li>Continue to develop and deliver skills-based training through Youth development programming and Youth Hub programs.</li> <li>Strengthen Partnerships with Haddon Community Centre and Meredith Community Centre and identify and support delivery of a project/initiative (June 2024).</li> </ul>	<ul style="list-style-type: none"> <li>To provide greater opportunities to young people across the Shire and increase access services including transition or work readiness, Council Officers working in Youth Development have engaged with the following key stakeholders during the Quarter 2 reporting period: <ul style="list-style-type: none"> <li>Bannockburn P-12 College</li> <li>Linton Primary School Teesdale Primary School</li> <li>Meredith Primary School</li> <li>Lethbridge Primary School</li> <li>Napoleons Primary School</li> <li>Cape Clear Primary School</li> <li>Shelford Primary School</li> <li>YMCA</li> <li>CFA (part of the DASH program)</li> <li>School Focussed Youth Services</li> <li>Various Employment Service Providers</li> <li>Federation Un</li> </ul> </li> <li>Council Officers working in Community Inclusion continue to engage several community groups and stakeholders for information sharing and to form connections for future collaboration, including Bannockburn Inclusive, Estia Health, Bannockburn Men's Shed, Grampians Health (Elder Abuse Network), Bannockburn Surgery/GP Clinic, Senior Citizen Groups (Linton, Smythesdale, Inverleigh and Meredith) and Hawthorn Community House (Wiser Driver Course).</li> <li>Work has commenced on the 2024 Golden Plains Shire Careers Expo which will be Crime Prevention lead and Youth Development supported in the first half of 2024.</li> </ul>	50%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Continue to provide and review fixed and mobile library services in partnership with Geelong Regional Library Corporation (GRLC).	<ul style="list-style-type: none"> <li>Progress the construction of the Mobile Library Service Vehicle with the Project Control Group (June 2024).</li> <li>Continue to monitor the delivery of the Library Contract.</li> <li>Strengthen Partnerships with Geelong Regional Libraries Corporation and other Key stakeholders to ensure successful engagement, design and delivery of programs within the Bannockburn Static Library and Mobile Library Services (June 2024)</li> </ul>	<ul style="list-style-type: none"> <li>Council Officers in conjunction with Geelong Regional Libraries and the Project Control Group (PCG) continue to progress the construction of the Mobile Library Service Vehicle. A contractor has been engaged (November) fit out of the van to commence January 2024.</li> <li>Council Officers Continue to monitor the delivery of the Library Contract.</li> </ul>	50%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Investigate partnerships with TAFE and higher education providers to service the Golden Plains Shire community.	<ul style="list-style-type: none"> <li>Continue to support and advocate for the Entrepreneurship Development Program being developed by RMIT University.</li> </ul>	<ul style="list-style-type: none"> <li>Council holds an advisory role to the Meredith Sharing Shed operators, conducting the Berrybank Entrepreneurship Program.</li> </ul>	50%
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	Y3  4.2.1 Provide support to local businesses including farms and small business			50%
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	→ Consider opportunities to further support locally based businesses and suppliers.	<ul style="list-style-type: none"> <li>Instigate and lead buy local community campaigns and promotion.</li> <li>Enable local base businesses and suppliers to participate in procurement opportunities, through the facilitation of Council's procurement and tendering processes.</li> <li>Continued development of a database of all engaged businesses across the municipality utilising Council's Customer Relationship Management system.</li> <li>Continued promotion and support of healthy and sustainable local food systems.</li> </ul>	<ul style="list-style-type: none"> <li>Procurement data analysis complete and identifies the percentage of local spend across all business units of Council. Awareness and education program for employees to be developed during Quarter 3.</li> </ul>	50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	→ <b>Continue to support events and activities that promote, showcase and connect local businesses.</b>	<ul style="list-style-type: none"> <li>Facilitation of a Business Network in the northern region of the Shire and delivery of business networking events across the north and south of the municipality to build capacity of local business and producers.</li> <li>Delivery of monthly business news publications.</li> <li>Provide business mentoring services across the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>Across Quarter 1 and Quarter 2 Council activated participation of local food trucks and market stall holders for the upcoming Beyond the Valley Music Festivals and facilitated the formation of the Inverleigh community, sporting groups and Dachshund Derby to operate the community barbecue at Beyond the Valley Music Festival with barbecue sales reaching \$55,000.</li> <li>Great attendance was seen during the end of year festivities across the municipality, including strong attendance at the Teesdale Carols and 8,046 visitors in attendance at the Golden Plains Twilight Market.</li> <li>The Smythesdale Bushriders Cup has been identified as not viable, and Council Officers are assisting the Committee to deliver a Picnic on Nimons Bridge, with more updates to come during the Quarter 3 reporting period.</li> </ul>	50%
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	→ <b>Provide ongoing support for small business and agriculture, through the implementation of the Economic Development, Tourism and Investment Attraction Strategy 2022-2032.</b>	<ul style="list-style-type: none"> <li>Support and provide incentives for small to medium businesses and agriculture suppliers across the municipality.</li> <li>Provide coaching to social enterprises, home businesses and business startups.</li> <li>Continue to identify new and emerging business opportunities within the Shire.</li> <li>Develop relationships with food producers to support access to local produce.</li> <li>Continue investigations with Regional Development Grampians and Regional Development Victoria regarding priority projects resulting from the Agriculture Value Add and Supply Chain Analysis.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly report on the Economic Development, Tourism and Investment Attraction Strategy 2022-2032 is complete indicating all activities nominated for Quarter 1 and Quarter 2 are on track.</li> </ul>	50%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	<b>Y3  4.3.1 Support initiatives for local shopping and hospitality businesses</b>			40%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	→ <b>Advocate for and implement Streetscape and town centre improvements.</b>	<ul style="list-style-type: none"> <li>Progress the Northern Streetscape Framework Plan to enhance town character and amenity of the three town centres that form the northern corridor of the municipality including Smythesdale, Scarsdale and Linton.</li> <li>Seek further funding opportunities to support progression of the Northern Streetscapes Framework Plan.</li> <li>Complete upgrades to Rokewood open space (between Gibb Street &amp; Ferrars Street, Rokewood).</li> </ul>	<ul style="list-style-type: none"> <li>An expression of Interest submitted in Quarter 1, through the Federal Government's Growing Regions Fund for the Northern Streetscape projects, seeking \$1.3 Million was unsuccessful. This has resulted in implementation on a as needs basis due to budget constraints and absence of a strategic policy relating to Open Spaces. The development of an Open Space Strategy is to commence during the Quarter 3 reporting period and will assist in advocating and improving Council streetscapes.</li> <li>Council Officers continue to identify and make improvements to township streetscapes and public areas, with mowing and slashing being extended to include larger areas of township entrances and linear reserves.</li> </ul>	30%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	→ <b>Investigate the provision for, and rezoning of land, to facilitate development which supports business and employers including those that provide retail and hospitality opportunities.</b>	<ul style="list-style-type: none"> <li>Finalise the Growing Places Strategy which seeks to provide a range of land uses within the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>Council Officers are considering the drafting of an Urban Design Framework for the exiting Bannockburn Town Centre. Progress is being made in relation to the Bannockburn SE PSP which will include a retail centre and officers are advocating for some commercial/retail in the Bruce Creek West development.</li> </ul>	50%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	<b>Y3  4.3.2 Identify and promote activities that attract visitation and tourism</b>			50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	→ Explore actions of the Economic Development, Tourism and Investment Attraction Strategy 2022-2032, which support shopping hospitality, tourism and events across the municipality.	<ul style="list-style-type: none"> <li>Advocate and support events that attract visitation across the region.</li> <li>Continue to promote activities relating to the arts and local creative industry, such as open studio programs, arts trails and community led initiatives.</li> <li>Continue to promote sites and tourist attractions, including the Three Trails project.</li> <li>Actively participate in the World Heritage Program.</li> <li>Continue actively participate in alliances and networking opportunities including with Tourism Greater Geelong and The Bellarine and Tourism Midwest Victoria.</li> </ul>	<ul style="list-style-type: none"> <li>The design of tourism brochures has been commissioned, and 90% complete with printing and distribution scheduled to occur during Quarter 3.</li> <li>The Ballarat/Skipton Rail Trail and 3 Trails promotional videos being produced and will be released in Quarter 3.</li> <li>Regional tour with Regional Development Victoria representatives has been scheduled and aims to explore potential infrastructure upgrades across the municipality.</li> </ul>	50%
4.4 LOCAL EMPLOYMENT AND TRAINING	Y3  4.4.1 Assistance and incentives for businesses to provide for local employment			50%
4.4 LOCAL EMPLOYMENT AND TRAINING	→ Advocate with local businesses, chambers of commerce and employers to target and promote local employment outcomes, including social enterprises.	<ul style="list-style-type: none"> <li>Advocating with local businesses and utilities authorities to increase the availability of housing in small townships to strengthen the local employment market.</li> </ul>	<ul style="list-style-type: none"> <li>The investigation of decentralised sewerage treatment systems for Meredith and small housing development has commenced as a pilot in collaboration with Meredith Dairy to increase accommodation availabilities for workers.</li> <li>Bannockburn and District Chamber of Commerce is currently in transition from previous committee to new structure. No meetings held during the Quarter 2 reporting period, however Council Officers provided support during end of year celebrations.</li> </ul>	50%
4.4 LOCAL EMPLOYMENT AND TRAINING	→ Work with partners to deliver short term courses, internships and job training opportunities for ratepayers and residents, including promoting the use of Council facilities.	<ul style="list-style-type: none"> <li>Liase and collaborate with Business Victoria to deliver events, coaching and business training opportunities throughout the Shire, including the Small Business Bus.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to provide internal business mentoring services and coordination of Small Business Bus visits to various locations around the municipality.</li> <li>Using the Monitor CRMS system, Council was able to contact all businesses within the Golden Plains municipality, resulting in a strong uptake of mentoring services and business concierge services across the Quarter 2 reporting period.</li> </ul>	50%
4.4 LOCAL EMPLOYMENT AND TRAINING	Y3  4.4.2 Deliver initiatives that support local training and job opportunities in Golden Plains Shire			53%
4.4 LOCAL EMPLOYMENT AND TRAINING	→ Continue Council based opportunities and potential employment pathways for local residents.	<ul style="list-style-type: none"> <li>Employee Value Proposition that highlights the benefits of working locally and the focus on work that delivers outcomes in the community.</li> <li>Development of Work Experience program that highlights career pathways.</li> <li>Advocate for a traineeship and apprenticeship program that preferences local residents in the 2024-2025 budget.</li> </ul>	<ul style="list-style-type: none"> <li>In January 2023, Council introduced a traineeship program as part of the LGPro Local Pathways Program. Three trainees were welcomed to the organisation to participate in a program that would see them gain exposure to different areas of council. The 3 trainees completed rotations across different teams including People and Performance; Customer Experience; Communications and Marketing; Community Development; Economic Development; and Fleet. During this time each trainees had allocated time each week to work towards completing their formal studies (Certificate III in Business Administration). The program was a great success and upon completion of the program one trainee was offered an ongoing role as Customer Experience Officer, and another securing a fixed term contract as Information Management Officer, with the third trainee to complete further study with support.</li> <li>Development of Work Experience program that highlights career pathways will commence during the Quarter 3 and Quarter 4 reporting period.</li> <li>Council Officers will continue to advocate for a traineeship and apprenticeship program that preferences local residents in the 2024-2025 budget.</li> </ul>	70%
4.4 LOCAL EMPLOYMENT AND TRAINING	→ Continue to operate the Smythesdale Digital Hub to be a working space for business owners and community members.	<ul style="list-style-type: none"> <li>Review, monitor and report on the usability of the Smythesdale Digital Hub by both business owners and community members.</li> </ul>	<ul style="list-style-type: none"> <li>A revised booking form has been developed for the Smythesdale Digital Hub to capture more accurate usage hours.</li> </ul>	50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.4 LOCAL EMPLOYMENT AND TRAINING	→ <b>Strengthen communities and provide skill development and participation opportunities through delivery of Council's volunteer program (subject to the Best Value Review outcome).</b>	<ul style="list-style-type: none"> <li>Review and develop a model for Council's Volunteer Program by November 2023.</li> <li>Define clear roles, review process and develop induction kit for Council Volunteers by March 2024.</li> <li>Research and investigate Micro Volunteering models by December 2023.</li> <li>Undertake a needs analysis to determine the development of community capacity building opportunities for Council and Community Volunteers that meets community needs by March 2024.</li> </ul>	<ul style="list-style-type: none"> <li>Council Officers are currently coming information for analysis that will provide recommendations to the review of Council's Volunteer Program, recommendations are estimated to be presented to Councils Senior Management team in April 2024.</li> <li>Council Officers are still undertaking research on Micro Volunteering models undertaken across a number of sectors.</li> <li>Beautify Bannockburn Volunteers of Council continue to maintain and beautify gardens on High Street Bannockburn working with the Outdoor Spaces team.</li> </ul>	40%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	<b>Y3  4.5.1 Identify and advocate for investment opportunities, partnerships, projects</b>			50%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	→ <b>Advocate for improved digital connectivity for residents.</b>	<ul style="list-style-type: none"> <li>Advocating for better NBN and mobile telephone reception across the municipality, including the Golden Plains Food Production Precinct in Lethbridge.</li> <li>Advocacy of Mobile Black Spot Program funding for new mobile phone towers to provide service for fire-prone areas, industry and the community.</li> </ul>	<ul style="list-style-type: none"> <li>Council Officers have commenced the development of a Golden Plains Digital Plan with Telstra, NBNCo and internal ICT teams.</li> <li>Council continues to facilitate discussions between Telstra and TagEnergy preceding Telstra's Federal Government submission to fund a Macro Mobile site at Rokewood which will provided improved handheld coverage and capacity to the area. The Federal Government funding approval was announced December 2023.</li> </ul>	50%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	→ <b>Develop and promote public and private partnership opportunities.</b>	<ul style="list-style-type: none"> <li>Continue to collaborate with the Berrybank Windfarm to seek future partnership opportunities.</li> <li>Identify and seek new public and private partnership opportunities with businesses across the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>During the Quarter 1 reporting period, Council Officers facilitated the formation of the Inverleigh Combined Community Groups to run the community barbecue at the Beyond the Valley Music Festival with potential for \$50,000+ for distribution to participating groups. Council have been invited to sit on the assessment panel for the Beyond the Valley Music Festival \$50,000 community benefit fund.</li> <li>During the Quarter 2 reporting period, Council Officers presented a submission to Berrybank Windfarm to support the Senior Citizens Clubs across Golden Plains Shire.</li> </ul>	50%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	→ <b>Implement the Economic Development, Tourism and Investment Attraction Strategy 2022-2032.</b>	<ul style="list-style-type: none"> <li>Develop an investment prospective for potential investors.</li> <li>Develop creative industries through support and partnership building, and through the procurement of local creatives.</li> <li>Expand the Golden Plains Farmers' Market to include additional local vendors at the new Bannockburn Heart Precinct site and build on the market program.</li> </ul>	<ul style="list-style-type: none"> <li>A Draft Investment Prospectus has been developed, and will be circulated to target industry sectors during the Quarter 3 reporting period.</li> </ul>	50%

## LEADERSHIP '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	<b>Y3  5.1.1 Provide timely and effective communications about Council services and activities to community and stakeholders</b>			50%
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	 <b>Communicate issues and opportunities with the public across a wide variety of accessible and functional platforms.</b>	<ul style="list-style-type: none"> <li>Continue to deploy a suite of diverse and engaging communicate across a broad spectrum of channels to articulate Council initiatives, strategies and services including the following: <ul style="list-style-type: none"> <li>Proactive and planned media releases</li> <li>Social media, Newsletters, website and video</li> </ul> </li> <li>Continuous review of Council's communications and platforms through metrics, surveys and feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Promoting community involvement enhances transparency, social unity, shared knowledge, and service excellence, empowering residents and fostering a lively community. Council acknowledges the significance of engaging residents, businesses, and stakeholders in decision-making to cultivate a sense of ownership and belonging. This Council-community connection brings about positive transformations, contributing to a resilient, inclusive, and thriving Shire. Prioritising ongoing community engagement sets the stage for sustainable growth, collective prosperity, and an actively involved community. During the reporting period, the following engagement activities were delivered: <ul style="list-style-type: none"> <li>50+ media releases</li> <li>Weekly media enquiries</li> <li>Gazette community newsletters to over 9,800 households</li> <li>E-Gazette – bi monthly</li> <li>Engage - monthly</li> <li>Business News - monthly</li> <li>GPSC Times ads - weekly</li> <li>Community newsletters - monthly</li> <li>Social media platforms – daily</li> <li>In The Loop – internal/external stakeholder (weekly)</li> <li>Councillor listening posts</li> <li>Mayoral interviews</li> <li>Radio interviews</li> <li>Attendance at local school end of year events</li> </ul> </li> </ul>	50%
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	<b>Y3  5.1.2 Enhance deliberative engagement to inform and involve community in Council decision making</b>			50%
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	 <b>Consult with the community and provide early engagement on Council decisions and issues of local interest.</b>	<ul style="list-style-type: none"> <li>Continue to deliver consultation which aligns with Council's Community Engagement Policy and reflect genuine engagement for all residents across the Shire.</li> <li>Utilisation of the Community Engagement Register, Council communication channels, existing Council networks and community stakeholders.</li> <li>Planning, providing and promoting direct Councillor engagement opportunities.</li> <li>Encouraging community and stakeholder involvement in engagement and advocacy campaigns.</li> <li>Continue to undertake and evaluate community engagement activities.</li> </ul>	<ul style="list-style-type: none"> <li>During the reporting period, the following engagement activities were delivered: <ul style="list-style-type: none"> <li>12 Days of Crime Prevention</li> <li>Christmas Business Campaign</li> <li>Community Awards 2023</li> <li>Community Directory</li> <li>Community Leadership Program</li> <li>Community Planning</li> <li>Community Refresh 2040</li> <li>Move Your Way</li> <li>National Volunteers Week</li> <li>Teesdale Flood Study</li> <li>Teesdale Turtle Bend Reserve</li> <li>Unpacking the Man Box</li> <li>Tiny Towns Grants Program</li> <li>Proposed Speed Limit Changes</li> <li>Active Golden Plains</li> <li>Careers Expo</li> <li>Tourism Website</li> <li>Economic Development Business Prospectus</li> <li>Buy Local Campaign</li> <li>Golden Spaces</li> <li>Youth Work Readiness training</li> </ul> </li> </ul>	50%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	<b>Y3  5.2.1 Council will operate in an open and transparent manner</b>			50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	→ <b>Implement good governance and decision making processes and meet all legislative requirements.</b>	<ul style="list-style-type: none"> <li>Commence preparations for the 2024 Local Government Elections, including reviewing and updating related documents and policies.</li> <li>Review and update Councillor Code of Conduct.</li> <li>Review and update Policies and Procedures, including overarching policy and procedure framework.</li> <li>Review and update property management policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Preparations continue for 2024 Local Government elections, including ongoing discussion and negotiation with VEC regarding facilities and Roll data pull. Induction timetable is in development. Continued attendance at VEC and MAV Local Government Election 2024 sessions.</li> <li>Revised Councillor Code of Conduct was presented to Council in October 2023 but was not adopted. New Council to consider.</li> <li>Draft policy and procedure framework review continued. Internal consultation will take place during the second half of 2023-24 reporting period.</li> <li>Property Policy legal review finalised, presented to Council's Senior Management Team for consideration and input. Development of supporting property policies continues.</li> </ul>	50%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	Y3  5.2.2 Ensure responsible and sustainable financial, asset and risk management			50%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT		→ <b>Continue to implement policies, processes and initiatives that deliver long-term financial sustainability.</b>	<ul style="list-style-type: none"> <li>Implementation of the Council's Long-Term Financial Plan 2021/22–2030/31 and Rating Strategy.</li> <li>Development and implementation of new finance, property and rating system.</li> <li>Annual review of Council's Procurement Policy.</li> <li>Identification of additional sources of revenue and efficiencies.</li> </ul>	50%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT		→ <b>Implement and review Council's Risk Management Framework and ensure all key risks have been measured and adequately controlled.</b>	<ul style="list-style-type: none"> <li>Review strategic risk register.</li> <li>Review organisational risk register.</li> <li>Update of risk appetite statements.</li> </ul>	50%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT		→ <b>Management of Council and community assets and collect data, analyse asset condition and utilisation.</b>	<ul style="list-style-type: none"> <li>Migrate asset inspection programs to Assetic Maintenance including the annual road and footpath inspection program.</li> <li>Implementation and population of the Assetic software system.</li> <li>Adopt, monitor and deliver the improvements as identified in the Asset Plan 2022-2032.</li> <li>Plan and budget for asset maintenance, renewal programs and regular asset condition audits.</li> <li>Develop and deliver on actions arising from the Community Services Infrastructure Plan (CSIP).</li> </ul>	50%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	Y3  5.3.1 Council service delivery is efficient and responsive to the needs of the community			43%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	→ <b>Continue to streamline and improve Council's Information and Communications technologies systems and processes.</b>	<ul style="list-style-type: none"> <li>Embed Core System changes into Council operations.</li> <li>Implement online service delivery for Customer Service requests.</li> <li>Enhance operations around GIS systems, preparing new system specification.</li> <li>Complete system reviews as required by operational plans.</li> <li>Implement and embed the Council Customer Service Strategy.</li> <li>Implement a new Corporate Intranet based upon the new SharePoint environment.</li> </ul>	<ul style="list-style-type: none"> <li>Core System Transformation Project (CSTP) project continues to be the priority focus of this action across the Quarter 2 reporting period. <ul style="list-style-type: none"> <li>The SharePoint Cloud Records project has all departments, excluding one, operating in the new system. Migration of data and close out of the system is dependent on the completion of the CRMS project.</li> <li>The Finance system has gone live.</li> <li>The Customer Request (CRMS) system has been continually delayed due to vendor performance issues. Escalation meeting with executive team and vendor CEO has been scheduled.</li> <li>The Property and Rates specification is complete and project dates will be identified in Quarter 3.</li> <li>The Community Safety elements are on hold until CRMS is complete.</li> <li>Other projects under the Digital Transformation Strategy continue subject to available resourcing.</li> </ul> </li> <li>The Smart Shires Project which has one outstanding gateway and consideration of a supplementary to cover the Moorabool Valley north. External promotion will commence early Quarter 3.</li> </ul>	40%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	→ <b>Improve the customer experience and build commitment and accountability to service standards and timely responsiveness through the delivery of the Customer Experience Strategy action plan.</b>	<ul style="list-style-type: none"> <li>Embed Customer Experience principles into existing processes across the business by embedding customer experience capabilities into positions and developing Customer Experience capabilities by developing learning programs for all new and existing staff.</li> <li>Conduct feedback audit and research on industry best practices for customer feedback and develop regular feedback loops with customers.</li> <li>Develop customer centric systems and processes by defining Service Level Agreements, developing the new CRMS solution and reviewing customer channels.</li> </ul>	<ul style="list-style-type: none"> <li>Since the commencement of the reporting cycle, the following actions have been implemented within the Customer Experience (CX) Action Plan: <ul style="list-style-type: none"> <li>The development of a customer experience training program for internal staff, with the program focusing on how to close the loop with customers and offering best practice service.</li> <li>Continuing to educate departments on best practice customer experience through inductions and training on complaints handling.</li> <li>Most of the Quarter 1 and Quarter 2 reporting period has been focused on the implementation of the new Finance (FMS) and Customer Request (CRMS) systems, with time dedicated to configuring and developing effective systems to carry us into the future. The new Finance system went live in Quarter 2.</li> <li>The CRMS project has experienced delays throughout the Quarter 2 reporting period, in relation to system development. Resulting in the configuration and testing phase of the project to continue into Quarter 3 to then be implemented.</li> <li>Two actions on the plan (benchmarking and customer feedback) have been postponed from the current quarter due to budget re-allocations within the organisation.</li> </ul> </li> </ul>	40%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	→ <b>Provide a suite of customer-friendly resources to inform and educate the community and build understanding of regulations, Council service requirements and processes.</b>	<ul style="list-style-type: none"> <li>Roll out the upgraded Customer Request Management System across the organisation. This will be the first step to allow customers to lodge requests through our website and receive educational content that is tailored to their needs.</li> <li>Develop and implement a suite of templates for staff to use to interact with customers in response to service requests. The templates will include information for customers to help them understand Council's processes and service levels.</li> <li>Develop and roll out Council's Community Directory - an online database of community groups across the Shire. This will allow residents to look up community groups and activities of interest to them and better engage with their local community.</li> </ul>	<ul style="list-style-type: none"> <li>During the Quarter 2 reporting period, Council Officers have continued to make improvements to Council resources and customer facing processes. This is happening alongside the development of the CRMS system, ensuring that the system can help support further optimisation and automation for customers. Year to date the following improvements and additions have been made to the following resources: <ul style="list-style-type: none"> <li>Sharps Disposal Service: Informing community members on the service offered by Council including web page and communications to the community.</li> <li>Updated Animal Registration Forms: Updated forms have been created to assist owners of Working Dogs to apply for registration.</li> <li>Updated online form on the GPS website for customers to update their animal registration details and report lost registration tags.</li> <li>Drainage and Easement FAQ sheets have been created for customers to help better understand these types of issues and responsibilities.</li> <li>Improvements made to the Online Payment Portal, making it easier for customers to pay their bills online. This has included improvements to prevent customers paying with incorrect payment details.</li> <li>Road Grading Calendar has been integrated onto the website with Council's events calendar, making it simple for customers to search on the website when their road/ area will be graded.</li> </ul> </li> </ul>	50%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	<b>Y3  5.3.2 Provide for a safe working environment and develop a productive and skilled workforce</b>			40%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	→ <b>Implement People and Culture and organisational development activities, that support a safe, productive workplace and culture.</b>	<ul style="list-style-type: none"> <li>Finalisation and implementation of Council's Employee Values Proposition.</li> <li>Activation and delivery of the Employee Engagement Survey Action Plan.</li> <li>Implementation of new Performance Review (PRP) cycle to align to development of future ready workforce.</li> <li>Implementation of a 12 month learning and development program aligned to the Performance Review and Planning cycle and Council priorities.</li> <li>Development of an Organisational Development Strategy.</li> <li>Development and implementation of the Safety and Wellbeing Strategy.</li> <li>Completion of Safety and Wellbeing Audit and Gap Analysis.</li> </ul>	<ul style="list-style-type: none"> <li>All Employee Value Proposition (EVP) collateral has been finalised and has started to be incorporated within Council's careers page and social media portals for specific recruitment campaigns. Full engagement and delivery of the project is expected to occur in early January 2024.</li> <li>Employee Engagement Survey Action Plan commenced in July 2023. All actions scheduled for delivery throughout the second quarter of the Action Plan have progressed well.</li> <li>The Performance Review and Planning (PRP) cycle has been implemented across all employees during the reporting period, with Kindergarten Teachers and Educators to commence individual PRP cycle in alignment with the education year.</li> <li>A Safety Culture Survey was undertaken in November and December 2023, following completion of the survey, a Safety and Wellbeing Culture strategy and plan will be developed, and the Safety and Wellbeing Audit and Gap Analysis will be completed.</li> </ul>	40%
5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE	<b>Y3  5.4.1 Plan, consult and review the priorities of the community to continue actioning and progressing the Golden Plains Community Vision 2040</b>			50%
5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE	→ <b>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.</b>	<ul style="list-style-type: none"> <li>Develop and implement a Priority Project Pipeline and Capital Assessment Tool and continue to update the Community Services Infrastructure Plan (CSIP).</li> </ul>	<ul style="list-style-type: none"> <li>Council Officers presented the final capital assessment tool and priority project pipeline to Council's Full Management Team in Quarter 2. Feedback was positive and the tools have been adopted.</li> <li>Identified projects continue to be assessed and entered into the pipeline, with a priority list presented to Sport and Recreation Victoria to assist advocacy and future funding discussions.</li> <li>As part of Councils ongoing commitment to updating and implementing the Community Services Infrastructure Plan (CSIP), Council Officers have participated in 'CASIMO' training, along with developing a plan and tool to collect seasonal facility utilisation data.</li> <li>Growth planning processes continue to include input from the CSIP to ensure future facility and infrastructure planning can meet community needs. At its December meeting Council endorsed a preferred Community Infrastructure framework for Bannockburn South, Southeast, Sommerset West and the additional growth in an around Bannockburn.</li> </ul>	50%
5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE	→ <b>Lead and partner with community and stakeholders on advocacy campaigns.</b>	<ul style="list-style-type: none"> <li>Scoping and development of priority projects advocacy publication to capture priority projects across the municipality.</li> <li>Continued advocacy for the municipality by connecting with members of Parliament, Federal and State Government, businesses and service providers, to seek investment, funding and partnerships for identified community priorities.</li> <li>Active representation across regional alliances to assist in the connection of regional priorities, including the Geelong Region Alliance (G21), Municipal Association of Victoria, Central Highlands Group of Councils and Peri-Urban Group of Rural Councils.</li> </ul>	<ul style="list-style-type: none"> <li>Councils 2024 Advocacy document was updated and provided to Councilors for comment in November 2023, and is intended to be adopted in February 2024.</li> <li>During the Quarter 2 reporting period the Mayor and CEO continue to have regular meetings with MPs and Ministers at both the State and Federal level. Delegations are being planned for February 2024 in Canberra (G21/ PeriUrban) as well as with State Parliamentarians (PeriUrban).</li> <li>The newly form Ballarat Regional Alliance of Councils (BRAC) has prepared an Advocacy Plan and G21 has adopted it Regional Plan, with a new Priority Plan to be adopted by the Board in February 2024.</li> </ul>	50%



GOLDEN PLAINS SHIRE

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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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