



ATTACHMENTS

**Under Separate Cover
Council Meeting**

6.00pm Tuesday 28 July 2020

Table of Contents

7.13	Council Plan Implementation – Quarter Four 2019/20	
	Attachment 1 Council Plan Quarterly Progress Report – Quarter 4	4



COUNCIL PLAN

Quarterly Progress Report (Q4: April – June 2020)



ABOUT THE COUNCIL PLAN

The Council Plan 2017-2021 is the key document setting out the strategic direction for Golden Plains Shire for the next four years and beyond. The Victorian Local Government Act 1989 requires that a Council Plan must be prepared every four years.

For the first time, this Council Plan incorporates the Municipal Public Health and Wellbeing Plan that outlines our priorities for supporting, protecting and improving the health and wellbeing of our community.

The Plan reflects feedback from our community and stakeholders as part of an extensive community consultation process that was an integral component of the planning process. The Council Plan sets out our vision for the future, our mission and priority objectives as the strategic framework for Golden Plains Shire for the next four years and transparently outlines how that will be achieved. The Plan is grounded in our core values that will guide our organisation in all that we do. The Council Plan also includes our Strategic Resource Plan that sets out the resources required to achieve our strategic priorities and objectives over the next four years.

The Plan focuses on four strategic priorities that reflect the key activity areas of Council and the services that contribute to the health and wellbeing of the Golden Plains community: promoting healthy and connected communities; enhancing local economies; managing natural and built environments; and delivering good governance and leadership.

HOW WILL THE PLAN BE IMPLEMENTED

The Council Plan 2017-2021 has been developed in consultation with our community and key stakeholders and we are committed to working together to achieve our vision for the future.

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

- | | |
|--------------------|---|
| • Leader | demonstrating strong leadership and leading by example |
| • Service provider | facilitating and funding the provision of services |
| • Deliverer | directly implementing services, projects or works |
| • Advocate | making representation on behalf of our community |
| • Partner | working with others to achieve outcomes |
| • Facilitator | bringing stakeholders together |
| • Funder | providing funds or other resources to deliver outcomes |
| • Planner | planning to meet the needs and aspirations of our community now and into the future |
| • Regulator | assuming regulatory responsibility across a range of areas |
| • Listener | engaging with and listening to the community |

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

The Council Plan 2017-2021 will be reviewed annually for achievement against objectives and to ensure that it continues to reflect the priorities of Council and our community. We will measure our success based on indicators determined for each of our priority objectives and report against these in our Annual Report at the end of year.


PILLAR 1: PROMOTING HEALTHY & CONNECTED COMMUNITIES

We commit to creating a healthy, active and safe community that provides opportunities for all residents to connect and engage with their local and broader community.




Progress to Date

Action	Progress	Status	Activities Undertaken In Quarter 4
Provide and Support programs, activities and spaces to promote and encourage health and wellbeing for people of all ages and abilities	100% complete		<ul style="list-style-type: none"> • The Health and Wellbeing team supported City of Ballarat to deliver the teenage vaccination program at the Bannockburn P-12 College. • Active Ageing & Disability (AA&D) continue to offer the Disability Access & Inclusion Group to ensure all people living with disabilities and their carers are well supported within GPS / Disability Advisory. • Inclusion Group had their first zoom meeting in June with very good attendance & guest speaker from Camps Association of Victoria. • AA&D Manager along with AA&D Volunteer joined the Central Highlands Disability Working Group-meetings attended monthly. • Council worked with Ballarat Community Health to provide an Outreach Flu Vaccination clinic in Rokewood. • 10 online Backyard Brain breaks for primary school aged children and families were developed and distributed in partnership with YMCA. • Community Sports Infrastructure Stimulus Fund Grant application submitted for Inverleigh Change Room Upgrade. • Promoted Active April (within a COVID-19 restricted environment). • Developed Draft Masterplan for Leighdale Equestrian Centre. • Developed Draft Sport and Active Recreation Strategy 2020-2030. • Partnered in the development of Regional Sport and Active Recreation Strategy - 'Activate 2020-2030'. • Oval Lighting Upgrade completed at Rokewood Oval and Bannockburn Ovals 1 and 2. • Haddon Stadium Floor Upgrade completed. • Inverleigh Netball Courts Upgrade completed. • Developing Winter Walks Program - Online encouragement and distance tracking program to increase physical activity in COVID-19 environment.

Action	Progress	Status	Activities Undertaken In Quarter 4
			<ul style="list-style-type: none"> • Concept plans for Bannockburn Heart Stage 2 developed. • Schematic plans developed for Inverleigh Change Room Upgrade. • Children's week event 2019 - \$700 grant application and received to support. • Introduction early implementation of Sleep and settling programs and promotion of state Government Play Learn Grow initiative. • Access for families to child immunisation delivered by Ballarat Community Health. • Access for families to child speech pathology at Bannockburn Family Services Centre (BFSC). • Facilitated community access to physiotherapy, dietician, hearing and podiatry services delivered by Allied Health partners from BFSC. • Intergenerational Playgroup established in 2019 in partnership with Estia Health Bannockburn and FDC. • Breast feeding drop in at BFSC. • AA&D support consumers health & wellbeing through the Stay Safe, Stay Healthy, Stay Independent initiative that provides eligible consumers with smart devices: LifeLife Personal Alarm & Fitbit Charge 4. • AA&D provided consumers with social connection activities including DIY Daffodil Bowl Activity, DIY Hanging Plant Activity. • AA&D commenced a weekly freshly delivered meal service MENU@HOME in partnership with local business. The service is funded through the Government COVID-19 emergency meal grant. • AA&D in partnership with Linton Primary School coordinated the pen pal project between primary school students and our more vulnerable consumers.
Develop a longer term vision and planning for an integrated approach to providing quality health and community services infrastructure	70 - 80% complete		<ul style="list-style-type: none"> • The Community and Social Infrastructure Plan project is progressing to date and has included the development of comprehensive facilities/services. • Register inclusive of building and land owners, map coordinates, operator and site uses, utilisation assessments (with input from clubs and external facilities managers) and fitness for purposes of assessments on Council owned and managed buildings. • Whilst population forecast updates were conducted between July and September 2020, further analysis on the data collected is being undertaken, including the commencement of travel accessibility assessments.

Action	Progress	Status	Activities Undertaken In Quarter 4
			<ul style="list-style-type: none"> These critical pieces of work will inform the final report and ensure that the Community and Social Infrastructure Plan recommendations are in line with the Shire's population and household growth expectations. The final report is scheduled to be provided in December 2020 and will contain a cap analysis comparing current shortfalls/surpluses in provision and a prioritised list of the Shire's most critical current and future needs for service and facilities. The project also links and aligns with building condition assessments that are currently being undertaken by the Works department. May 2019 application was submitted and awarded Kindergarten Infrastructure Strategy Planning (KISP) for 20-21 FY. This will provide Council opportunity to complete comprehensive planning for infrastructure to support implementation of funded 3 year old kindergarten which will come into scope across GPS in 2022. <p>Arts & Culture</p> <ul style="list-style-type: none"> Seed program funding for project across council-development of - Your Story, Our Sorry Exhibit and exhibition development in GPCCC, Collaborative work with Health and Wellbeing Team Dance Project Development. Continuation of Arts programs embedded to Freeza Program, BCC annual program and festivals/ event programming halted due to COVID 19. Liaison with library and literary group staff re exhibition development and book launch.
Support local sporting and community groups to provide participation and engagement opportunities and continue to encourage and value volunteering in our community	100% complete		<ul style="list-style-type: none"> Volunteers were recognised throughout National Volunteer Week (18-24 May 2020) Council staff and a number of volunteers participated in a national online "Wave" campaign to show support and appreciation for volunteers remotely All GPS volunteers were recognised with personalised certificate of thanks Volunteer profiles and pictures, telling the stories and celebrating the achievements of various GPS volunteers were run on Social Media and on Council's website throughout the week. Council received a great deal of positive feedback from community through the promotion of these volunteers and how much their contributions are valued by Council and the wider community

Action	Progress	Status	Activities Undertaken In Quarter 4
			<ul style="list-style-type: none"> • One of Council's AA&D volunteers successfully nominated for the National Volunteer Ambassador with his story featured across various media including the Golden Plains Times and Council's Social Media platforms. • A volunteer recruitment process has been developed to bring early childhood/kindergarten volunteers in line with Council's process. • A COVID-19 volunteer database has been developed and is growing. • Grant opportunities sent to clubs (Community Sport Sector COVID-19 Short-term Survival Package) 6 clubs awarded \$1000 as of 23 June. • Supported Committees of Management and Clubs with checklist for returning to facility use in line with Return to Train/Play guidelines from Sport and Recreation Victoria and the Chief Health Officer. • Promoted Regional Sports Assembly online training programs. • Continued advocacy, support and partnerships with Volunteer Parent Committees at Council operated Community Sessional Kindergartens. • Support community playgroups in various locations throughout GPS.
Provide and Support contemporary and innovative community development programs, initiatives and opportunities	100% complete		<ul style="list-style-type: none"> • Development of COVID Safe practices for the recommencement of Community Planning Program finalised. • Finalising and evaluating 7 Community Plans. • Review of Community Planning underway including LGA benchmarking, analysis of a variety of models informed by best practice Community Development Principles to ensure the model and framework is adaptable to the different needs of different communities. • Working with Corangamite Shire and Berrybank Windfarm representatives to develop the guidelines and objectives of the Berrybank Windfarm Community Benefit fund, ensuring this fund operates in synergy with the Council's Community Grants Program resulting in the most community benefit possible. • Community Coordinators "drive" underway - reflecting feedback from Community Coordinators in most areas (through a survey or through focus groups) that the main issue they face is lack of numbers and commitment. The drive is to promote the program and make the process easier with for a wider variety of volunteers residents to become involved.

Action	Progress	Status	Activities Undertaken In Quarter 4
			<ul style="list-style-type: none"> Various COVID response actions are being delivered through Community Coordinators across the Shire, for example, food exchange and firewood provision to families in need due to hardships caused by the pandemic. Mapping all activities is being undertaken as part of the COVID 19 Activation and Social Isolation Project (CASI) to ensure local level responses are recognised whilst concurrently identifying any gaps in supports.
Identify, facilitate and advocate for initiatives to increase access to public and community transport	30 – 40% complete		<ul style="list-style-type: none"> An overall review of the Golden Plains Shire Community Transport Service has commenced to ensure services are aligned to meet the changing needs and demographics of the community, and that the service is financially sustainable. The review will evaluate the effectiveness of the current service and investigate the community benefits, future demands, new innovations and options for delivery of Community Transport within the Golden Plains Shire. The next steps of the review will include a survey of community residents, current users and volunteers, interviews with a range of stakeholders, analysis of statistics, benchmarking and a documented report of findings and recommendations. A work plan has been developed, however completion of tasks has been limited due to the impact of COVID-19.
Support people at all life stages and abilities to maximise their potential and participation in community life	100% complete		<ul style="list-style-type: none"> Bannockburn Children's Service undertook National Assessment and Rating in March (2020) and were assessed as meeting National Quality standards in all seven quality standards areas. These areas focus on educational program and practice, children's health and safety, physical environment, qualified and experienced educators, relationships with children, collaborative partnerships with families and communities, and governance and leadership. Introduction of funded Supported Play Groups in Nth and South focus groups. Introduction of funded Sleep and settling programs. Implementation of Bush Kindergarten & excursions into their local communities by each of the Kindergartens to develop connections with community life.
Lobby, advocate and work with others to maintain and enhance the safety and security of all people	100% complete		<ul style="list-style-type: none"> Advocacy for GPS to take part in the Victorian Auditor-General's Office (VAGO) 'Sexual harassment survey in local government' was undertaken which will help VAGO understand the prevalence and

Action	Progress	Status	Activities Undertaken In Quarter 4
across our community and proactively address family violence			<p>impact of sexual harassment in LG and the effectiveness of councils training and complaint handling.</p> <ul style="list-style-type: none"> • This action, and actioning the future recommendations from VAGO, will enhance the safety of internal staff by appropriately addressing sexual violence and harassment. • Family violence guides for leadership and senior management were created to be able to appropriately respond to staff disclosures of family violence. The guide is an important tool in ensuring that leadership have the appropriate skills and knowledge to be able to not only respond but refer to the relevant support services. • A family violence guide for all staff was also created which aims to educate the internal workforce on family violence, workplace adjustments offered to employees if they are experiencing family violence and appropriate national, state and local support services. • A family violence support poster was created and distributed that highlights and defines the scope of family violence (e.g. it is not just physical) and the appropriate response services for community members. The poster reinforces Council's position that there is never any excuse to use violence. • Maternal and Child Health Nursing team undertook MARAM training and implementation of both Family Violence information Sharing and Child Information Sharing Scheme training and implementation of new legislation. • Child and Family Services policy update and staff information sessions on respectful relationships, child safe standards and responsible persons. • Support access to WRISC program - Family Violence support for women and children who have experienced violence or abuse in a family or initiate relationship - delivered from Meredith Community learning HUB. • Starting Out Safely Training for Early Years educators across GPS was undertaken to build knowledge and skills in road safety and traveling with children.
Communicate, consult and engage with our community to ensure the provision of responsive and effective services and to enable people to increase control over, and	100% complete		<ul style="list-style-type: none"> • Family Violence support information was created and promoted via social media. • A COVID Community Support directory developed - this has been promoted via social media and housed on Council's website. • Introduction of COVID-19 food swap point BFSC. • Support through food and personal items packages -

Action	Progress	Status	Activities Undertaken In Quarter 4
to improve their wellbeing			<p>Maternal and Child Health and Kindergarten services for identified vulnerable families during COVID-19.</p> <ul style="list-style-type: none"> • WRISC family violence support program operational from Meredith Community learning HUB. • The Colgate Bright Smiles, Bright Futures program supported families with resources and tips in dental health, providing free tooth brushes in celebration of Dental Week. • The Palmolive Clean Hands, Good Health Program supported handwashing routines, knowledge and skills of both children and families in our FDC programs. • Inverleigh Kindergarten Inc. (volunteer parent committee) actively supported the development of the Inverleigh Playspace through administrative support? • Supported Playgroup Walking group commenced following ease of COVID-19 restrictions.
Respect, celebrate and protect the history and diversity of our heritage, the arts and community spaces	80-90% complete		<ul style="list-style-type: none"> • Development of Your Story, Our Story Exhibit for Council Chambers - install complete. • Development of Civic Collection Exhibit- GPSCC- install complete. • Delivery 2 x Capacity building exhibition development workshops attended by Historical Societies and local artists- complete. • Delivery- Arts Action Creative Industry Program- 30% Complete. • Conduct Audit of Council Collections - complete. Provide advice to local organisations on public arts development projects. • Integration of historical emblems and images as architectural features in new BSCC- complete. • Participation in NAIDOC and Reconciliation week events through early learning services. • Inverleigh Kindergarten utilisation of IPAS (inclusion and participation support funding) to create an outdoor/service entry welcome to Country feature project to be completed July 2020. • FDC Educators attended a 'Tour of Country' of significant sights within Wudawarrung Country. • Early years Services Reconciliation Plans (RAPS).
Implement a range of activities and programs to support young people in our Shire to be healthy, resilient and empowered	100% complete		<ul style="list-style-type: none"> • Motivational Monday program delivered online over 12 consecutive weeks in Term 2 featuring high profile guests Tom Boyd (mental illness), Lydia Lassila (Resilience) and Matt Pfahler (Social Enterprise) as well as local young people. The program aims to inspire and educate local young people and has received 4377 online views.



Action	Progress	Status	Activities Undertaken In Quarter 4
			<ul style="list-style-type: none"> • The 'Sessions' program was developed to provide a platform for local musicians to gain experience performing in front of a live, virtual audience. Delivered via Facebook Live, six local young people have performed on the virtual stage which has yielded 3519 views. • The Messages of Hope project is a partnership between Youth Development and Active Ageing and Disability. The intergenerational project aims to connect our community during the social isolation period. 850 students from Bannockburn College, 60 students from Meredith Primary School and 10 students from Shelford Primary School have submitted an individual message that will be distributed to clients involved in Councils Active Ageing and Disability programs. • The Wellbeing Wednesday program was a series of 6 online videos that yielded 2049 views. Delivered by local resident and volunteer Michael Weiser, the program focussed on a specific topic each week designed to support local young people through the social isolation period. • The Social Isolation Photography Competition attracted 30 submissions from young people in Golden Plains Shire aged 10 – 25 years. • Trivia Tuesday delivered online over 12 consecutive weeks in Term 2 reaching 33 individual young people. Topics were selected by local young people who tested their knowledge against one another in this fun and free online competition that provided crucial social connection during the isolation period. • Virtual Youth Group was delivered over 12 consecutive weeks in Term 2 reaching 12 individual young people. • Online Movie Nights were delivered over 12 consecutive weeks in Term 2 reaching 25 individual young people. • The Mission Australia Youth Survey 2020 was launched in June and targets young people aged 15 – 20 years. • Round two of the Mayoral Youth Program Community Impact Awards opened in June and will close July 31. 30 nominations have already been received. • An online skate and scoot competition has been organised for the June school holidays to replace the Barwon South West event that was cancelled in March.



PILLAR 2: ENHANCING LOCAL ECONOMIES

We work with business, government and community partners to sustain a diverse, resilient, prosperous and socially responsible economy, through investment attraction, supporting local business and tourism development.

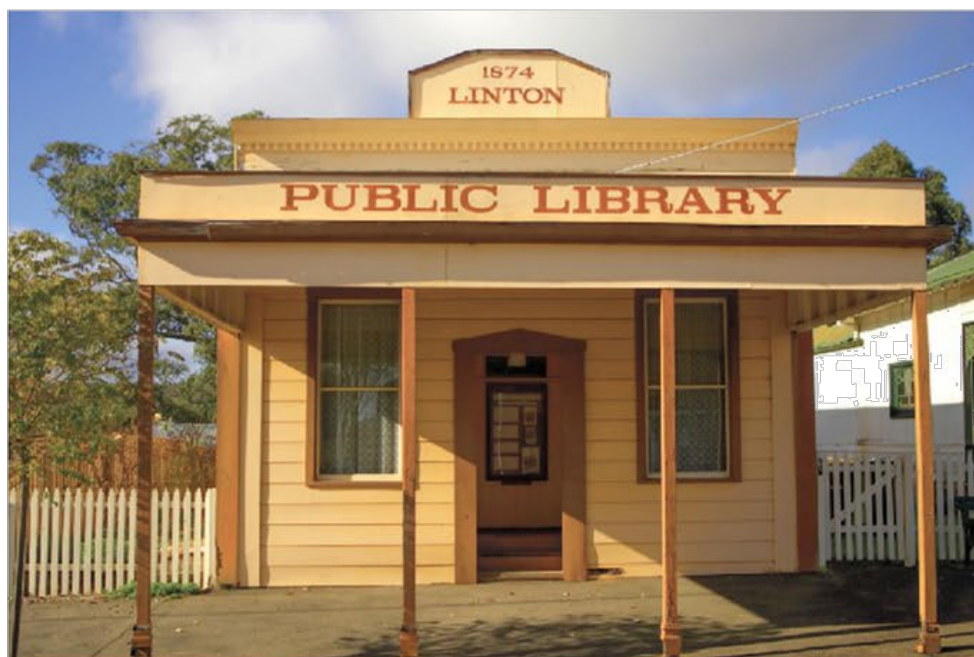
Progress to Date

Action	Progress	Status	Activities Undertaken In Quarter 4
Implement a strategic approach to support, promote and grow our local business sector, attract new business investment and build our visitor economy	100% complete		<p>COVID-19 Business Support:</p> <ul style="list-style-type: none"> • Contacted businesses to check how they are, offer assistance, check if they are still trading, to find out what the impact of COVID-19 has been on their business and staff, and to let them know about Federal and State Government support packages. • Assisted in establishing the Golden Plains Virtual Farmers' Market. • Completed a four week 'Be Kind to Business' campaign in the Golden Plains Times which included a half page advert promoting businesses that were still trading, as well as promotion on social media and in e-newsletters. The Golden Plains Times also ran a number of stories on local businesses and innovative ways they were responding to the crisis, as well as the virtual market. • Provided the Federal and State Governments with regular updates. • Liaising with other economic development teams from across the region to share ideas about how to support our business and economy during COVID. • Distributed regular 'COVID-19 Business Support Update' e-newsletters. • Developed a 'COVID-19 Business Support' web page on Council's website. • Worked with Council's Environmental Health Officers to identify what businesses are still operating under changed trading conditions. • Contacting cafes, restaurants, pubs and takeaway shops via phone, email and checking social media, to see if they are still trading. Developed and promoted a list of all cafes, restaurants, pubs and takeaway shops that are still open. • Developed an online survey to send out to businesses to find out what the impact of COVID-19 has been on them.

Action	Progress	Status	Activities Undertaken In Quarter 4
			<ul style="list-style-type: none"> • Worked with our small business training/mentoring programs to transition sessions to online. • Purchased mentoring vouchers so we can offer free mentoring vouchers to businesses in distress. They are matched with a mentor from the same industry to help them. • Provided assistance and support to investors and business including intensive agriculture, renewable energy, developers, retail, event venues, community groups and facilities. • Secured \$500,000 in funding from RDV for the Three Trails Project Upgrade. • Secured \$97,500 from the State Government's Regional Digital Fund for the Smythesdale Well Digital Hub. • Commenced the Better Approvals Project to streamline and improve the permit application process for businesses.
Promote and support the development and sustainability of our rural economy	100% complete		<ul style="list-style-type: none"> • Worked with existing operators and new investment enquiries in the Golden Plains Food Production Precinct, including intensive agriculture, agricultural supplies, land owners and utility providers. • Facilitated meetings with investment and business enquiries and planning and economic development.
Promote and support innovative, environmentally sustainable and value adding approaches and solutions within our business, rural and visitor economies	100% complete		<ul style="list-style-type: none"> • Mayor & Senior Economic Development Officer represent Council on the Berrybank Wind Farm Community Engagement Committee. • Distributed 3 Golden Plains Business News e-newsletters to over 600 email addresses. • Distributed COVID-19 Business Updates to over 600 email addresses. • Developed social media content for business, industry and tourism. • Created regular news stories for business and industry on Council's website. • Provided assistance to WestWind Energy (Golden Plains Wind Farm) including promoting their community grants program in business newsletter and on social media. • Berrybank Wind Farm have commenced the rollout of the solar program across Golden Plains. Provided support to the program, working with risk, across Council and with facility Managers to ensure smooth roll out of program on Council facilities. Program will also install solar on low income housing.




Action	Progress	Status	Activities Undertaken In Quarter 4
Advocate, facilitate and provide built, service and technology infrastructure to support business and industry growth and development	100% complete		<ul style="list-style-type: none"> Secured \$500,000 in funding from RDV for the Three Trails Project. Assisted Communications Team in responding to Mobile Black Spot media enquiries. Liaised with Optus to get update of mobile phone tower build at Grenville. Participated in bi-monthly G21 Economic Development Pillar Group meetings. Participated in the G21 Agribusiness Forum (now called The Agri Collective). Provided input to Tourism Greater Geelong and The Bellarine's re-brand of the Moorabool Valley Taste Trail. Participated in regional economic development cooperation with neighbouring Councils, including regular meetings regarding COVID-19 to share ideas, key learnings, impacts and ideas for recovery.
Promote and advocate for education, vocational and lifelong learning opportunities to support skill development and employment opportunities	100 % complete		<ul style="list-style-type: none"> A free online RSA Course was delivered in May which attracted 47 local young people aged 16 – 25 years. The course was delivered in partnership with Leisure Networks. 3 local young people were selected to represent Golden Plains Shire in the inaugural Regional Youth Voice, a program designed to provide a platform for young people to be involved in decision making and planning. An online Creative Writing Workshop was delivered in April by renowned young adults Author Mark Smith. The workshop reached 30 individual young people aged 10 – 16 years. Youth Development Staff were trained to deliver the Coaching Young People for Success Program, a strengths based program that targets young people at risk of disengaging from education. The program will be launched at Bannockburn College in Term 3. Youth Development has finalised plans for the Docs n Teens program to be delivered at Bannockburn College in Term 3. The program is supported by Doctors from Bannockburn Surgery who present to students regarding all things adolescent health including: bulk billing, mental illness, sexual / reproductive health, Medicare system, contraception, confidentiality etc.




Action	Progress	Status	Activities Undertaken In Quarter 4
Lobby, advocate, collaborate and develop strategic relationships with government, business, community and key stakeholders to facilitate local economic development and job creation	100% complete		<ul style="list-style-type: none"> Supported the Central Highlands Goldfields bid for World Heritage Listing. Council has contributed \$3,600 towards the project. Assisted in establishing and promoting the Golden Plains Virtual Farmers' Market Committed to support a post COVID Tourism Campaign targeting visiting friends and relatives. Participated in regional economic development cooperation with neighbouring Councils, including regular meetings regarding COVID-19 to share ideas, key learnings, impacts and ideas for recovery. Completed all reporting to the Federal and State Government on Bannockburn Heart project milestones as required, including provision of project audit. Milestone payments received during 2019-20 totalled \$1,290,000.
Encourage greater investment in the Shire through creative industries, local events and festivals	100% complete		<ul style="list-style-type: none"> Supported the Central Highlands Goldfields bid for World Heritage Listing. Council has contributed \$3,600 towards the project. Business Networking Event focussed on the creative sector is on hold due to COVID. While physical events were not possible during COVID, several events transferred online including the Arts Action Workshop series, youth events and business mentoring events. The new Community Grants program will provide further support of local events across Golden Plains Shire.









PILLAR 3: MANAGING THE NATURAL & BUILT ENVIRONMENT

We work to promote, conserve, enhance and protect the natural environment and ensure that growth and change in the built environment is managed for the benefit of all of our community.

Action	Progress	Status	Activities Undertaken In Quarter 4
Support & encourage community resilience to respond to a changing climate and the impact of natural disasters	100% complete		<ul style="list-style-type: none"> Working with the Grampians Regional Climate Adaptation Group to develop a regional climate adaptation strategy. Ongoing work for development of a Climate Change Action Plan for Council Planned 2019/20 activities completed.
Define a pathway to achieving carbon neutrality for Council Operations	80 – 90% complete		<ul style="list-style-type: none"> Councils Greenhouse Gas Emissions profile and Emissions Reduction Action Plan is in progress and a final draft is now complete and ready to go to Council for endorsement. Findings from this work will give guidance to Council to decrease its emissions footprint. Local Government Power Purchase Agreement project for 100% renewable electricity supply ongoing. Continuing to investigate solar for the roof of the BCC. Supplier appointed following request for quotation process. Initial structural engineer's report received indicating roof structure cannot support the weight of solar panels. Investigations commenced to identify works, if possible, to increase weight bearing capacity of roof.
Encourage all landholders to more effectively manage the risk of pest and invasive plants across the municipality	100% complete		<ul style="list-style-type: none"> Supported Landcare groups' work on private land to manage pest plants and animals, including mail outs and rabbit control support. Support of state government initiatives including serrated tussock taskforce. Responding to landholder enquiries regarding pest plant and animal control on the properties and in the road reserve adjacent. Draft changes to local laws to improve declared weed control on private land Planned 2019/20 activities completed.





Action	Progress	Status	Activities Undertaken In Quarter 4
Implement waste management and minimisation practices that are innovative, effective and reflect best practice	70-80% complete		<ul style="list-style-type: none"> • Council developed a Waste and Resource Recovery Strategy to guide the way waste is managed in the Shire over the next decade (2020-2030). • The waste strategy is a commitment to reduce the amount of waste we send to landfill. This will be achieved through reducing the amount of waste we generate, diverting more materials away from landfill and continuing to improve our residents' understanding of our bin system. • The strategy developed a range of achievable interim target and goals to meet over the next five years and aspirational goals to work towards by 2030. • The actions which are now out to public exhibition within the Strategy have been tailored through community consultation, analysis of waste data, state government strategic directions and the state of current waste processing infrastructure.
Promote and support innovative and environmentally sustainable management of water resources through strategic partnerships	100% complete		<ul style="list-style-type: none"> • Completed the regional project to develop green blue infrastructure (GBI) guidelines for towns in the central highlands region. This guide looks to assist Councils to more effectively use water and create liveable townships in a drier climate. • Participating in a Barwon Water led project to improve Integrated Water Management (IWM) tools for the Barwon region. Phase 1 complete, Phase 2 underway • Applied for a DELWP grant to develop an IWM plan for Bannockburn (grant unsuccessful) • Planned 19/20 activities completed • Applied for a DELWP grant to further the GBI guidelines and plan our projects within the Central Highland Region
Review the existing Road Strategy and Road Asset Management Plan in consultation with the community and continue to advocate for improvements to arterial roads and highways	80 – 90% complete		<ul style="list-style-type: none"> • Council has commenced the review of the Road Management Plan and nearing completion. Furthermore, Council and the Department of Transport (DoT) meet on a bi-annual schedule to discuss key issues and priorities for improvement works on the arterial road network within Golden Plains Shire. • Recent discussion with DoT have focused on improvements to the Geelong Road, Clyde Road & Kelly Road intersection and the Midland Highway, Clyde Road intersection.




Action	Progress	Status	Activities Undertaken In Quarter 4
Implement our Paths and Trails Strategy to increase safety, connectivity, and active transport networks within and between townships	100% complete		<ul style="list-style-type: none"> Byron Street footpath completed and acquitted through TAC. 'Explore Bannockburn' Walking Loops signage designs completed.
Progressively review township structure plans and urban design frameworks to effectively manage growth, encourage diversity and maintain township character	100% complete		<ul style="list-style-type: none"> Officers engaged consultants to prepare a servicing report to consider the development of land in the Cambrian Hill area and the likely costs associated with servicing development. This work has been finalised and will provide guidance to encourage private development. Officers finalised the Teesdale Structure Plan which was adopted by Council in April. Officers are preparing the amendment to incorporate the new Structure Plan into the Golden Plains Planning Scheme. The amendment will be exhibited shortly after the Planning Policy Framework translation amendment is gazetted. Officers continue to work closely with the VPA on the preparation of the Bannockburn Growth Plan (BGP). Council and the VPA are liaising closely with stakeholders and agencies to prepare a draft growth plan following the completion of 90% of the technical work. Officers prepared Councils formal submission for the Panel Hearing for Amendment C87 - Inverleigh Structure Plan. The Panel Hearing was delayed but after lobbying from Council officers is now scheduled for July. Planned 19/20 activities under Council's control completed.
Proactively support and encourage an increase in civic pride and build ownership of place	100% complete		<ul style="list-style-type: none"> The first round of the new Community Grants Program - Community Strengthening Grants has been implemented with 17 eligible grant applications received. The guidelines specific to each of the streams are informed by the Community Grants Policy recently adopted in February 2020 which provides a framework for the program that is driven by encouraging civic pride and community responsibility. A variety of applications were received to the different streams which represents a shift towards a broader community development initiative. These included: Projects to maintain and increase community connection through and after COVID-19




Action	Progress	Status	Activities Undertaken In Quarter 4
			<ul style="list-style-type: none"> • 3 applications for a Community Safety Grant • 4 applications for a Creative Community Grant • 7 applications for a Healthy Active Living Grant • 3 applications for an Environment and Sustainability Grant. • Small grants guidelines for events and youth projects have been developed for projects which will encourage community connection and revitalisation of community pride. Implementation of these grants are currently on hold until further easing of COVID-19 restrictions.
Invest in maintenance, renewal and improvement of community infrastructure	100% complete		<ul style="list-style-type: none"> • Oval Lighting Upgrade completed at Rokewood Oval • Oval Lighting Upgrade at Bannockburn Ovals 1 and 2. • Haddon Stadium Floor Upgrade completed • Inverleigh Netball Courts Upgrade completed • Tennis Court Upgrade at Teesdale Don Wallace completed. • New acoustic panelling for Smythesdale Well, • New storage room for Bannockburn Cultural Centre. • Concept plans for Bannockburn Heart Stage 2 developed. • Schematic plans developed for Inverleigh Change Room Upgrade • New Shade Sail for Bannockburn Recreation Precinct • Annual Major Facility Maintenance program completed. • Schematics developed for Youth Hub project.
Implement the Municipal Fire Management Plan and fire related statutory controls	100% complete		<ul style="list-style-type: none"> • All works listed in the Municipal Fire Management Plan have been implemented. • All infringements for Failing to Comply with Fire Prevention Notices have been dealt with by sending to Fines Victoria, paying in full or entering a payment plan. • Roadsides and some Council reserves were subject to prescribed burns throughout the period.
Work with the community and fire agencies to improve community preparedness and resilience	100% complete		<ul style="list-style-type: none"> • Due to COVID-19 there has been no engagement by CFA with the community. • This will hopefully change before the start of the fire danger period. • This engagement is primarily conducted by CFA however supported by Council if requested.


PILLAR 4: DELIVERING GOOD GOVERNANCE & LEADERSHIP

We will govern with integrity, plan for the future, and advocate for our community.

Action	Progress	Status	Activities Undertaken in Quarter 4
Develop a long term (25 year) Community plan outlining a future vision for Golden Plains Shire	100% complete		<ul style="list-style-type: none"> Development of the Golden Plains Community Vision 2040 is progressing. An Engagement Summary was provided to the April 2020 Council Briefing detailing analysis of the 534 community responses collected. The Themes and Priorities have been identified with the Community Reference Group for further testing with Council and community stakeholders. This is an ongoing project. A Draft Community Vision 2040 will be provided to Council for endorsement in August 2020. The final Community Vision will be presented and adopted by the new Council following elections and induction. Everything planned to be achieved within 2019/20 has been achieved for this project.
Continue long term financial planning that outlines the emerging challenges for the Shire	100% complete		<ul style="list-style-type: none"> The long term financial plan has been updated to reflect the 2020-21 budget and 10 year forecast, which includes a review of the assumptions within the plan, and incorporates strategic opportunities such as the Bakers Land land development. This plan will form the basis of Council's requirement under the new Local Government Act to have in place a 4 year budget.
Further develop and implement an advocacy framework in partnership with the community	100% complete		<ul style="list-style-type: none"> Council's Priority Projects booklet was developed and endorsed by Council at the start of 2020.
Maintain active regional partnerships with a focus on economic development, wellbeing, environmental sustainability and shared services	100% complete		<ul style="list-style-type: none"> Planning and engagement for new Economic Development, Tourism & Investment Strategy was scheduled to start in March 2020, delayed due to COVID-19, now due to commence in September 2020. New strategy to be developed in 2019-20 and 2020-21. Implementation to occur from mid 2021 onwards. Provided assistance and support to investment enquiries and businesses including intensive agriculture, renewable energy, developers, retail, agriculture suppliers, Invest Victoria, tourism

Action	Progress	Status	Activities Undertaken in Quarter 4
			<p>operators, event venues, artists, community groups and facilities.</p> <ul style="list-style-type: none"> • Called for Expressions of Interest to lease Bannockburn Shire Hall. • Worked with existing operators and new investment enquiries to facilitate investment in the Golden Plains Food Production Precinct, including intensive agriculture, agricultural supplies, land owners and utility providers.
Provide a consistent coordinated and innovative approach to communicating with the community	100% complete		<ul style="list-style-type: none"> • With a significant focus on digital communications during COVID, Council has posted a significant increase in social media following and website readership. • Delivering two issues of the Gazette magazine to every home and business in May and June to connect with traditional readers and keep our communities connected during COVID isolation. • The new livestreaming of Council Meetings and the online Q & A for the Draft Budget have both proved popular engagement opportunities this quarter.
Review decision making and governance processes and structures to improve transparency, accountability and progressively implement Council's Community Engagement Strategy	60 – 70% complete		<ul style="list-style-type: none"> • A number of new engagement initiatives were developed in 2019/20 which has resulted in greater transparency and accountability. • Some key successes have been the creation of a Community Reference group to guide the development of the Community Vision and the Stakeholder reference group leading the Sport and Recreation Strategy. • Staff, Community Members and some Councillors work alongside each other to achieve IAPP2 Community Engagement Certificates. • Further review and development has been delayed until further information is available the requirement of 'Deliberative engagement' under the new Local Government Act.
Build commitment to the organisational Customer Service Charter	100% complete		<ul style="list-style-type: none"> • A significant amount of work has been undertaken over the past 12 months to build organisational commitment and increase capability in delivering the Customer Service Charter. • Customer Service have introduced reporting and monitoring of key performance indicators, and we have seen significant improvement in: first response time to resolve the customer issue; number of Knowledge Base articles added to the CRMS; and monitoring and closing out active issues. • The Gravel Roads Charter (developed by Customer Service and Works) has also been a key instrument in

Action	Progress	Status	Activities Undertaken in Quarter 4
			<p>addressing one of the main customer complaints as we are able to communicate with timeframes and intervention levels.</p> <ul style="list-style-type: none"> Opened Customer Service offices at the GPCC and Smythesdale with both offices offering full customer service functions.
Work towards the application of 'deliberative engagement' processes	30 – 40% complete		<ul style="list-style-type: none"> Community Reference Groups have supported the engagement and development of the Community Vision 2040 and Sport and Active Recreation Strategy 2020-2030. Under the new Local Government Act 2020, further work to develop deliberative engagement practices/approaches will be undertaken with a Community Engagement Policy required by 1 March 2021.
Continue to implement Council's commitment to equal employment opportunity and influencing broader access, inclusion and gender equity issues in our community	100% complete		<ul style="list-style-type: none"> Rolled out intensive training for all senior leaders on Act@ Work program with support of Women's Health Grampians. The Act@Work Leadership group developed a draft Action Plan which was based on the gender audit, policy checklist and baseline survey results. The Action Plan contains short term, longer term and ongoing/recurrent activities. The Action Plan contains actions which addresses the five essential action areas to reduce violence against women: <ol style="list-style-type: none"> 1. Challenge Violence Against Women 2. Empower Women and Girls 3. Challenge Stereotypes and Norms 4. Build Respectful Relationships 5. Promote and Advance Gender Equality
The Golden Plains Community and Civic Centre (GPCCC) will be a redevelopment of the Bannockburn Customer Service Centre to provide a suite of community, municipal office spaces to meet the needs of community access to Council, Council governance processes and Council staff delivery of the key pillars of the Council Plan	100% complete		<ul style="list-style-type: none"> Stage 1 works completed and staff moved to new office in late May. Two Council meetings held in new Council chamber. Stage 2 works (refurbishment of old office area) commenced. Carpark works adjacent to new office entry progressing and nearing completion. Project on schedules and all planned 2019/20 activities completed.

Action	Progress	Status	Activities Undertaken in Quarter 4
Provide a workplace that facilitates the highest level of productivity and supports a healthy lifestyle for employees	100% complete		<ul style="list-style-type: none">• Commenced 'What's Good Wednesday' weekly emails to Council staff.• Held two Staff Health and Wellbeing Committee Meetings.• Developed Staff 'Brainbreaks' that are on Intranet.• Men's Health Week online campaign - this included a staff email, What's Good Wednesday and Loop article.

