

ATTACHMENTS

**Under Separate Cover
Council Meeting**

6.00pm Tuesday 22 February 2022

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COUNCIL PLAN 2021-2025

QUARTERLY PROGRESS REPORT
Q2: OCTOBER – DECEMBER 2021



ACKNOWLEDGEMENT OF COUNTRY

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

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

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

Artwork: by Shu Brown



ABOUT THE COUNCIL PLAN

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

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

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

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

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

HOW WILL THE PLAN BE IMPLEMENTED?

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

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

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

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



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

STRATEGIC DIRECTION 1:

COMMUNITY



1.1 SAFE, RESILIENT AND PROUD COMMUNITIES

1.1.1 Education, programs, services, and infrastructure to enable people to feel safe in their local communities including preventing and responding to family violence and improving mental wellbeing.

Action	Progress	Status	Activities Undertaken
<p>Design, maintain and monitor public spaces and infrastructure, including investigation of enforcement approaches and CCTV, to enable community safety and to target illegal and dangerous activities, such as:</p> <ul style="list-style-type: none"> • Dumping • Vandalism • Property damage 	<p>20% Complete</p> 	In Progress	<p>A CCTV Committee is in place to begin examining whether CCTV is required in GPS. This committee has been implemented under best practice guidelines by the State Government.</p> <p>The CCTV Committee has met and will meet in February 2022. A number of action items came out of first meeting.</p>
<p>Develop and implement the Municipal Health and Wellbeing Action Plan 2021-2025 to collaborate and advocate with community and partners for initiatives that raise awareness of health and wellbeing, including:</p> <ul style="list-style-type: none"> • Educating the community about mental wellbeing and mental illness • Access to, and provision of, health and wellbeing services across Golden Plains Shire, including mental health support services and resources • The prevention of family violence, including partnerships with prevention, response, and support services, raising awareness, and advocating for services • Improving access to an integrated response to support those experiencing family violence • Increasing community participation in preventative screening 	<p>90% Complete</p> 	In Progress	<p>The MPHWP was adopted by Council in October 2021 and identifies 5 priority areas for action.</p> <ul style="list-style-type: none"> • A measurement tool has been developed that analyses the intersections between mental health and the four state-wide health priority areas of: Healthy Eating, Active Living, Climate Change and Tobacco, within a local government context. A workshop was held with 20 Council staff. • Council has awarded a contract to Barwon Child, Youth and Family to provide generalist mental health services across the Shire, commencing early 2022. Interim services are currently occurring with 32 referrals received to BCYF, and 19 to Uniting (Ballarat). • Council also partnered with Barwon Child Youth and Family to raise awareness for mental health and wellbeing services across the Shire with a series of "Let's Come Together" morning and afternoon teas. • Mums Matter Psychology signed an MOU with Council to provide accessible and affordable perinatal psychology services to women, commencing in early 2022 and operating from the Family Services Centre, with an interim telehealth model currently in place. • Council received \$1200 to deliver a campaign during 16 Days of Activism to help connect with the Golden Plains community and build organisational capacity. Guest speaker Daniel Witthaus was engaged to deliver a presentation to Council staff, with a strong focus on intersectionality. 16 tiles were promoted via Council's social media channels highlighting the impact of how language can create or reinforce unhealthy relationships and encourage people to call it out. • Council implemented a Gender Equity Champions model, to help meet our


Action	Progress	Status	Activities Undertaken
			<p>obligations under the Gender Equality Act 2020 in conducting Gender Impact Assessments. Four workshops were delivered in partnership with Women's Health Grampians with 89 attendees across the 4 sessions.</p> <ul style="list-style-type: none"> Recruitment commenced in January 2022 for a perinatal psychologist to operate from the Bannockburn Children's Services Centre. Active Ageing & Inclusion participated in Elder Abuse Community of Practice workshops to provide further education to clients and the community on how to identify elder abuse and where to get support. The team will also be completing the Elder Abuse E-Learning Module in February 2022.

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

Action	Progress	Status	Activities Undertaken
<p>Work with community stakeholders to implement plans, policies, communications, and engagement that target prevention, resilience, preparedness and recovery from emergencies and natural disasters (e.g., fires and floods), including:</p> <ul style="list-style-type: none"> Municipal Emergency Management Plan Municipal Recovery Plan Fire Prevention Plan Local Laws Domestic Animal Management Plan Recovery assistance for community in response to the COVID 19 pandemic Assessing and responding to health impacts 	<p>60% Complete</p> 	In Progress	<p>Municipal Emergency Management Plan, Domestic Animal Management Plan and Local Laws all approved by Council in 2nd quarter. COVID-19 financial hardship food relief for residents continues.</p>
<p>Partner with community safety stakeholders (e.g., Victoria Police, SES and CFA) to advocate, communicate and promote community safety infrastructure and activities, including:</p> <ul style="list-style-type: none"> Advocacy for improved police response times and a 24/7 Police Station in Bannockburn. 	<p>10% Complete</p> 	In Progress	<p>Council continues to work with EM agencies to assist and help prepare our residents in case of an emergency.</p>

1.2 CELEBRATING AND CONNECTING COMMUNITIES

1.2.1 Promote and connect to our indigenous heritage and the traditional custodians of Golden Plains.


Action	Progress	Status	Activities Undertaken
<p>Publish and implement the Reflect Reconciliation Action Plan (RAP), including:</p> <ul style="list-style-type: none"> Seeking RAP accreditation through Reconciliation Australia Promoting positive working relationships, understanding and connection to indigenous culture Celebrating Aboriginal and Torres Strait Islander cultures through activities in 	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> The Arts and Culture Team continue to lead the RAP Working Group and review of the Draft Reflect Reconciliation Action Plan which will be provided to SMT prior to being submitted to Reconciliation Australia for endorsement. The Reflect Reconciliation Action Plan is scheduled to go to Council in June 2022. Regular consultations with Wadawurrung representative Coriina Eccles have commenced to provide

Action	Progress	Status	Activities Undertaken
<p>National Reconciliation Week (NRW) and NAIDOC Week</p> <ul style="list-style-type: none"> Establishing and maintaining a Council Working Group to drive governance and implementation of the RAP 			<p>guidance and support with Council decision making on matters relating to Indigenous processes and initiatives.</p> <ul style="list-style-type: none"> A proposal for all Council staff to undertake cultural awareness training is being developed. Council has been accepted as a fast-track Council in the Vic Health Local Gov partnership which includes a deliverable to: <i>Incorporate use of language and place naming into naming of reserves, meeting rooms, on signage and in other places as opportunity arises</i> Children's Services Team engaged with Wadawurrung to plan for service/training and events for 2022.

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

Action	Progress	Status	Activities Undertaken
Develop the Arts, Culture and Heritage Strategy.	<p>100% Complete</p> 	Complete	Following a public exhibition and submission process, the final Arts, Culture and Heritage Strategy was presented to, and adopted by, Council in November 2021. Implementation of the Strategy has commenced.
<p>Provide and seek opportunities for participation and engagement in Arts, Culture and Heritage activities including:</p> <ul style="list-style-type: none"> Arts Programs Digital Heritage Exhibit Supporting community art initiatives Value and protect the history of Golden Plains Shire Council by implementing the Civic Collection Policy 	<p>40% Complete</p> 	In Progress	<ul style="list-style-type: none"> Council's Arts and Culture Team continue to work with RMIT on the Digital Histories Project and Civic Collection; now called Golden Plains Stories. Development of a Media & Communications Plan has commenced for Golden Plains Stories (3-year plan) and will be rolled out in the next few months. Officers have met with GPArts Inc to scope the development of a shire-wide arts hub in Bannockburn. Children's Services Team engaged with Wadawurrung to plan for service/training and events for 2022.



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

Action	Progress	Status	Activities Undertaken
<p>Provide opportunities for community to build social connection and encourage and foster local talent through community events, festivals, celebrations, and activities, including:</p> <ul style="list-style-type: none"> Council events and celebrations Community-led events, festivals, and markets Art, culture, and history events 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> Arts & Culture engaged Linton and District Historical Society regarding a major grant application with RAV. The Spring in the Shire competition and exhibition was delivered with an awards ceremony held at the Golden Plains Twilight Markets in December 2021. Council sought and secured business sponsorship with Stockdale and Leggo and Bannockburn Pharmacy for this event. Consultation was undertaken with Festival coordinators of the Multicultural Harvest Festival to provide sponsorship and support. Nomination of Barry Wemyss for Senior Citizen and Citizen of the year has been made for his

Action	Progress	Status	Activities Undertaken
			<p>contribution to Arts and Culture in the Shire.</p> <ul style="list-style-type: none"> Health, Wellbeing & Youth Development programming continued in Q2, unfortunately severely impacted by COVID-19 lockdowns and restrictions. Some activities moved to an online platform. There were 75 participants in face-to-face youth activities and 32 attended online activities. Active Ageing & Inclusion's Social Support Team delivered 24 centre-based activity groups in Q2 across Bannockburn and Smythesdale, with 65 participants and 6 outings; 3 to Geelong and 3 to Ballarat with 28 participants. Active Ageing & Inclusion Seniors Festival was cancelled this quarter (state-wide) and rescheduled to March (Q3) for an opportunity to celebrate Seniors week outside of the lockdowns and pandemic. Children's Services Team ran a Children's Week event with playgroups and Kindergarten children across the Shire, including sessional kindergarten and MCH groups with COVID Safe measures in place. National Simultaneous Storytime and Book week events were held in-house.


1.3 COMMUNITY PARTICIPATION, ENGAGEMENT, AND OWNERSHIP


1.3.1 Empower and build the capacity of residents and groups to get involved and contribute to communities.

Action	Progress	Status	Activities Undertaken
<p>Implement and monitor the Community Planning Program Action Plan to build knowledge, capacity, and ownership across Golden Plains Shire communities, including:</p> <ul style="list-style-type: none"> Development of a volunteer strategy Strengthening support for Community Coordinators Linking to and supporting other community groups and activities 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> A request for tender process for the Community Planning Program has been undertaken to deliver external consultant services for the delivery of six new community plans in Linton, Teesdale, Napoleons, Dereel, Shelford and Inverleigh. With the completion of a number of community plans, coordinating the finalisation of acquittals, outcomes of plans has been reported and shared. Council has commenced development of Grant Guru - a portal for the community to access external funding opportunities. This will allow community to access a variety of grant opportunities in the one portal, assisting with capacity building in seeking and securing their own grant funding.
<p>Provide and link community volunteers to support and funding opportunities available, including through:</p> <ul style="list-style-type: none"> Community Strengthening Grants Program Other grants programs (Government and Agencies) Council programs and initiatives 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> Recreation & Community Facilities team continued to share and disseminate information on available funding opportunities via the Recreation database and developed a series of training courses and volunteer opportunities for volunteers.

Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> • Networks, resources, and links to other volunteer groups 			<ul style="list-style-type: none"> • Council applied for Country Football Netball Program Funding via SRV to reconstruct the Linton Recreation Reserve Oval. • Active Ageing & Inclusion reviewed program opportunities for Volunteers, collated feedback on past experiences and confirmed desire and capacity to return to volunteering. Morning tea was held to welcome Volunteers back and discuss what 2022 will bring for the group. • Council's Community Strengthening Grants round in November 2021 provided funding for 16 community organisations to the value of \$74,991 for a total project value of over \$159K. Grants were awarded across communities from Bannockburn, Smythesdale, Rokewood, Teesdale and Haddon with a mix of healthy active living, creative community, environment and sustainability and community safety initiatives.


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




Action	Progress	Status	Activities Undertaken
<p>Promote participation and community activities through the provision of a network of Council facilities, including:</p> <ul style="list-style-type: none"> • Review and implement policies that promote access to, activation and utilisation of community facilities • Implementation of improved systems and processes, including an online facility booking system • A review of the fees and charges model • Maintenance and works to ensure facilities are fit for purpose • Collection of data and analysis to inform assessment of future community facility needs and/or rationalisation 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> • The Community Services Infrastructure Plan is complete, providing comprehensive information on evidence-based service planning for future community infrastructure, services and programs. • Health, Wellbeing & Youth have implemented a new statistical and record keeping system, with all staff being trained and gaining experience to improve reporting efficiency. • Recreation & Community Facilities team commenced review of Community Facilities Fees and Charges and Community Subsidies Policy. This included Benchmarking activities and data collection. This information will help Officers develop policies and recommendations in Q3, Q4 and beyond. • The Community Facilities Team also explored a number of online booking systems to assist with the management and activation of our Community Centres, including the BCC and The Well. A preferred supplier was identified, and appointment and implementation will occur in Q3. • Officers, with support from the Building and Assets Officer, continued to review and implement maintenance programs and budgets. Works of significance include frosting, painting and installation of new audio-visual infrastructure at the BCC, and beautification works at Lethbridge Recreation Reserve.

Action	Progress	Status	Activities Undertaken
			<ul style="list-style-type: none"> Children's Services team commenced capital projects expenditure upgrades to outdoor areas at Inverleigh Early Learning Centre and Woody Yaloak Kindergarten. Ongoing maintenance at early Years facilities across the Shire continues.
Support and empower community volunteers and committees in managing public spaces / places and accessing funding opportunities.	25% Complete 	In Progress	<ul style="list-style-type: none"> Recreation & Community Facilities Officers met with several management entities and provided guidance and direction relating to facility management and infrastructure improvements. This included supporting the Inverleigh FNC to develop and implement a participation plan, with a focus on junior and female participation as part of their funding requirements associated with the Inverleigh Female Friendly Change Room Upgrade. Council facilitated discussions between AFL Barwon and Leisure Networks in an effort to gain support to deliver identified actions. Council provided letters of support and strategic guidance to the Ballarat Kart Club and Woody Yaloak Athletics Club to assist with grant applications aimed at improving community infrastructure. The Children's Services team is supporting Volunteer Parent Committees at Funded Kindergarten services across the Shire to support services and programs, fundraise and engage and support their community.

1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION

1.4.1 Value and provide inclusive opportunities for residents of all ages, genders and abilities to meaningfully participate in community life.

Action	Progress	Status	Activities Undertaken
Implement the Active Ageing and Inclusion Plan 2020-2024, including the following priorities: <ul style="list-style-type: none"> Focus on access and inclusion Supporting residents to maintain independence and remain living safely within their homes Removing barriers to accessing community and provide capacity building opportunities Raising awareness of and targeting elder abuse within the community 	15% Complete 	In Progress	<ul style="list-style-type: none"> The Active Ageing and Inclusion Internal Working Group continue to meet regularly to discuss and complete actions in line with the plan. Q2 had an emphasis on Bins for Blokes, Elder Abuse, Gender Equity, Accessible areas and forward planning for interactive maps for the community to utilise. Active Ageing & Inclusion continue to facilitate the Active Ageing and Inclusion External Working Group with key community members and a Councillor present to discuss accessibility, programs or services and provide updates on what Council is currently doing in the Inclusion space. Active Ageing & Inclusion team attended the Central Highlands Inclusion Group as a key service partner to stay up to date with service impacts, accessibility concerns or ideas, and to continue to



Action	Progress	Status	Activities Undertaken
			discuss the planning of each CH Council having an accessibility map or app for community to use. This will progress in Q3 after submitting a project proposal for an additional \$30,000 of funding from DFFH HACC PYP.
<p>Realise and promote the potential of young GPS residents through:</p> <ul style="list-style-type: none"> • Opening and activation of the Golden Plains Youth Hub including advocacy for new service provision (e.g., Allied Health and outreach youth services) • Youth Development Action Plan • Municipal Early Years Plan • A program of youth activities and events 	<p>10% Complete</p> 	In Progress	Three workshops were held with Council staff to identify service provision for young people in the shire, operating from the Youth Hub. 20 staff across Council business units participated.
Demonstrate leadership on gender equity and promote respectful relationships through partnerships, programs, activities, spaces and education and Council's implementation of the Gender Equality Act 2020.	<p>50% Complete</p> 	In Progress	The Gender Equity Champions model has been implemented. Two gender impact assessments have been undertaken to date. Any recommendations from gender impact assessments will be included on Council's Audit and Risk Register.
Promote and encourage activities that build awareness of gender diversity and support inclusion for LGBTQIA+ communities.	<p>50% Complete</p> 	In Progress	<p>A Gender Equity Champions model has been developed to assist staff with undertaking Gender Impact Assessments. This included the development of a toolkit and 4 training sessions.</p> <p>19 Champions have been recruited and 3 of the 4 training sessions have been held. Total number of participants in the training included the 17 Champions, 3 divisional admin and 6 managers.</p>

STRATEGIC DIRECTION 2:




LIVEABILITY

2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT

2.1.1 Maintaining and improving our road and bridge networks.




Action	Progress	Status	Activities Undertaken
Implement Council's Road and bridge upgrade programs, including: <ul style="list-style-type: none"> Meredith-Shelford Road Widening Annual road renewal projects Intersection upgrades at Garibaldi and Berringa Paddys Gully Road Bridge Replacement Traffic or road safety infrastructure. 	50% Complete 	In Progress	<ul style="list-style-type: none"> Stage 2 Meredith Shelford Road widening 100% complete. Reseal program complete. Intersection upgrades planned for next quarter. Paddys Gully Bridge complete.
Advocate for further investment in roads infrastructure, including: <ul style="list-style-type: none"> VicRoads projects Black Spot funding Regional Roads Victoria and other funding opportunities Improvements/duplication of the roads from Bannockburn to the Geelong Ring Road 	25% Complete 	In Progress	<ul style="list-style-type: none"> Blackspot funding approved for 2 projects to commence in 2022 - Craddocks Road and Steiglitz Road. Roads to Recovery program Stage 3 Meredith Shelford Road widening 90% complete. LRCI 2 programs continuing. Phase 3 funding to open in Jan 2022. Bids to submit for Bridge Renewal funding.

2.1.2 Advocate and plan for safe pedestrian, cycling and recreation paths and trails that reduce reliance on vehicles.

Action	Progress	Status	Activities Undertaken
Implement path and trail improvements to promote safe, active transport, including: <ul style="list-style-type: none"> Three Trails Project 	50% Complete 	In Progress	<ul style="list-style-type: none"> A planned upgrade and extension of Haddon Trail is being undertaken, connecting Centenary Park to the Haddon Primary School and Recreation Centre. A planned trail extension at Ross Creek Recreation Reserve and Wetlands will occur as part of the Growing Suburbs Fund project - Ross Creek Active Play Space Upgrade. Economic Development is leading the 3 Trails project 50% completion by 31/12/21.
Implement path and trail improvements to promote safe, active transport, including: <ul style="list-style-type: none"> Safe commuter cycling options Implementation of new footpaths in townships Existing footpath and trail inspections, maintenance, and replacement. 	15% Complete 	In Progress	Path renewal program commenced.
Investigate sites and options to provide or advocate for: <ul style="list-style-type: none"> Pedestrian crossings in townships Safe road crossings at school/school bus drop-off points Shared paths and trails 	25% Complete 	In Progress	<ul style="list-style-type: none"> Planned development of a new Tracks and Trails Strategy to provide strategic direction and identify community need, including seeking quotes is proposed. An application for matched funding to


Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Footpath linkages Rural paths connecting townships, including further investigation of a Teesdale to Bannockburn path 			support development of the Strategy will be submitted to SRV in Q3. <ul style="list-style-type: none"> Speed sign installations continuing. Path upgrade program commenced.


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

Action	Progress	Status	Activities Undertaken
Complete and evaluate a Community Transport Trial.	25% Complete 	In Progress	The Community Bus Trial ran until the end of Q2 with additional funding from the Vaccine Ambassadors Program, allowing for further review and work in the transport space. Community feedback, bus driver feedback and a review will be conducted during Q3 to explore further delivery opportunities.
Undertake a Shire wide transport study with the Department of Transport (subject to funding).	5% Complete 	In Progress	Action in progress. EOI's will be reviewed in Q3.
Advocate to State and Federal Governments for improved public transport infrastructure and connected services, including: <ul style="list-style-type: none"> The extension of Ballarat Bus to Smythesdale More public transport services from Bannockburn to Geelong Re-instatement of train from Bannockburn to Geelong. 	25% Complete 	In Progress	<ul style="list-style-type: none"> Advocacy continues internally and regionally for access to transport for vulnerable families, including new mums to parenting groups and appointments. Ongoing support and policy updates continue for children at Rokewood Kindergarten to access a School bus service.



2.2 SUPPORTING HEALTHY AND ACTIVE LIVING


2.2.1 Provide, maintain and advocate for sustainable and accessible facilities that promote and enable healthy recreation, physical activity, and social connection.

Action	Progress	Status	Activities Undertaken
Implement the Play Space and Sport and Active Recreation Strategies including: <ul style="list-style-type: none"> Development of a Community Subsidy Policy and Capital Works Assessment Tool. Implementing Play Space upgrades and further consult with community regarding the future decommissioning of play spaces at identified sites Maintaining and strengthening relationships, collaborations and actively participating in regional and state recreational and sporting partnerships 	50% Complete 	In Progress	<ul style="list-style-type: none"> Recreation & Community Facilities team commenced development of a Community Subsidies Policy, including benchmarking against other LGA's, review of existing agreements and data collection. Play space upgrades have occurred at Enfield Harrison Reserve and Garibaldi Recreation Reserve. Plans for upgrades have been completed for the Ross Creek Active Play Space and Meredith BMX, Skate and Play Space Upgrade. Development of GPS Sport and Recreation Forum is scheduled to occur in Q3 to strengthen Regional and State recreation networks / partnerships. At this point, 42 participants and 18 State Sporting Associations have indicated they will participate.

Action	Progress	Status	Activities Undertaken
<p>Prioritise, advocate and plan for upgrades, new community recreational facilities and rationalisation of existing facilities consistent with the principles in the Play Space Strategy, Sport and Active Recreation Strategy and Community and Social Infrastructure Plan, including:</p> <ul style="list-style-type: none"> Facilities that may be appropriate for funding opportunities Growth planning and future provision A diversity of recreation offerings Female friendly and universally accessible facilities Consideration of dog parks Outdoor exercise equipment 	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> Planning for upgrades and new community recreational facilities has included: <ul style="list-style-type: none"> AFL Barwon and AFL Goldfields Facility Audit Updates Completed Commenced development of 10-year capital project pipeline Completed Cricket Net Training Facility Upgrades at Lethbridge Recreation and Linton Recreation Reserves Completed upgrade of Centre Wickets at Ross Creek and Shelford Recreation Reserves Advertised the Tender for construction of the Leighdale Equestrian Centre Undercover Arena Completed Teesdale Turtle Bend upgrade, inclusive of bridge, public toilet and playground upgrade. Completed Lethbridge Irrigation and Lighting Upgrade



2.2.2 Programs, initiatives, and services to promote optimal health and wellbeing, including physical activity, healthy eating, mental health and social connection.


Action	Progress	Status	Activities Undertaken
<p>Facilitate healthy and active living by supporting low cost, place based recreational activities to promote inclusion, participation, and connection, including:</p> <ul style="list-style-type: none"> Explore establishment of Park Run in the North of Shire Work with clubs, committees and volunteers to deliver 'Come and try days and activation events Promote Premiers Active Victoria campaign Sourcing funding for physical activity initiatives including This Girl Can activities. 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> An active movement program for girls is in progress, called Move Your Way. Information on preferred movement activities has been collected from girls across the Shire via surveys and focus groups. The top 3 preferred activities identified are rollerblading, netball and ninja warrior, closely followed by circus. Recreation & Community Facilities team engaged the services of Regional Sports Assembly Leisure Networks to conduct interviews with key community stakeholders and develop a survey to determine the physical activity and social sport interests of the Golden Plains community. Data collected will help Council develop our 'Active Golden Plains' program and facilitate cost effective, inclusive participation opportunities across the Shire. The Recreation & Community Facilities team continued to support the Inverleigh Football Netball Club to develop, and deliver come and try initiatives, with a focus on juniors and female football. This formed part of the funding obligations for the Inverleigh Sporting Complex Changeroom Upgrade, funded by the State Government.
<p>Support programs, initiatives and partnerships that promote and advocate for healthy eating and drinking and access to safe, affordable, and nutritious food, including:</p> <ul style="list-style-type: none"> Education to schools, community groups, sporting clubs and workplaces 	<p>10% Complete</p> 	In Progress	<ul style="list-style-type: none"> After positive feedback on the program from community in Q1, Edible Gardens 2.0 was held, including a masterclass where participants were provided with live, organic feedback on growing tomatoes from seeds. The webinars also covered seed saving, composting and planting. A total of

Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Review and support food security programs, activities, spaces, and measures Supporting community projects that promote food security 			<p>155 community members participated in the 6 sessions.</p> <ul style="list-style-type: none"> Kindergarten services participated in dental health sessions provided by Ballarat Community Health (Smiles for Miles) and three of five services applied for were awarded the updated SunSmart accreditation.
<p>Support and build capacity of community groups, clubs, and committees to activate recreation facilities and to provide, promote and advocate for safe and equitable participation opportunities, including:</p> <ul style="list-style-type: none"> Sporting clubs Committees of Management at halls and recreation facilities Men's Sheds Social and interest groups 	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> Recreation & Community Facilities Officer continued to provide support to management entities and clubs during Q2. This included facilitating several AGM's and reviewing and updating management agreements. Council went out to quote to update the Woody Yaloak Equestrian Centre Masterplan. The appointment of a successful consultant and commencement of work will occur in Q3. Council engaged Regional Sports Assembly Leisure Networks to develop a plan for implementation of Active Golden Plains, to encourage physical activity and activate our community places and spaces. Officers continue to provide support with Covid-19 guidelines and the various restrictions for social and recreational activities and facility usage. This included ongoing communication with regular user groups, management entities, volunteers and the wider community.




2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS

2.3.1 Identify areas across the Shire that balance future urban growth whilst maintaining rural and township character.

Action	Progress	Status	Activities Undertaken
<p>Implement strategic land use planning including:</p> <ul style="list-style-type: none"> Undertaking a review of the Municipal Planning Strategy (MPS) and Planning Policy Framework (PPF) Identifying suitable areas for potential growth through progression of the Bannockburn Growth Plan including the Southeast Precinct Structure Plan Planning for growth in the North of the Shire in alignment with the Northern Settlement Strategy Prepare and implement the Smythesdale and Haddon Structure Plans 	<p>30% Complete</p> 	In Progress	<ul style="list-style-type: none"> Completed the Background report for the Smythesdale Structure Plan. Further discussions have taken place regarding the progression of the Bannockburn Southeast PSP. Council adopted amendment C92gpla (Teesdale Structure Plan). Preparation of the shire wide Housing Needs Assessment, shire wide Strategic Bushfire Risk Assessment, Bannockburn town centre commercial rezoning, and scoping phase of Development Contributions Project have commenced. Council was notified of its successful SFG funding application to prepare and implement a shire wide Settlement Strategy. Officers commenced Scoping Settlement Strategy and relevant RFQ's.
<p>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.</p>	<p>0% Complete</p> 	Ongoing	<ul style="list-style-type: none"> The shire wide settlement strategy will consider character when looking at where and how we grow. Continue to participate in Social Housing Forums and discussions as well as a

Action	Progress	Status	Activities Undertaken
			inter council affordable housing forum run by the MAV. <ul style="list-style-type: none"> Continue to advocate for social housing when considering land development.
Manage planning applications, subdivisions and implement planning controls in accordance with the Planning Scheme.	50% Complete 	In Progress	<ul style="list-style-type: none"> Council determined a total of 119 applications for the quarter, valued at \$20,918,718. A total of 148 lots were created for the period and the processing timeframe was 60%.


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

Action	Progress	Status	Activities Undertaken
Advocate for and provide new and upgraded infrastructure projects across the Shire including: <ul style="list-style-type: none"> Implementing infrastructure works outlined in Council's Capital Works Program Projects, subject to external funding, including Hendersons Road Bridge, Ross Creek Play and Active Rec Upgrade and Leighdale Equestrian Centre Upgrade Actively seek funding opportunities for infrastructure development and/or renewal. 	25% Complete 	In Progress	<ul style="list-style-type: none"> Applied for funding for Linton Oval Reconstruction, Rokewood Community Hub and Pavilion Upgrade and Meredith BMX Skate and Play Space Upgrade. Completed Teesdale Turtle Bend Upgrade, inclusive of bridge, public toilet and playground. Completed Lethbridge Irrigation and Lighting Upgrade. Delivered Cricket Net Training Facility Upgrades at Lethbridge and Linton Recreation Reserves. Advertised tender for construction of Leighdale EC Undercover Arena.
Ensure infrastructure and services are planned in new communities through social infrastructure planning and implementation of a Development Community Contribution Policy into the Golden Plains Planning Scheme.	10% Complete 	In Progress	Council have engaged a consultant to scope the best mechanism(s) for the collection of Development Contributions across the Shire.
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.	30% Complete 	In Progress	<ul style="list-style-type: none"> Consideration has commenced on the expansion of the Bannockburn Industrial Estate. The shire wide Settlement Strategy will bring together the consideration of appropriate locations for residential development, rural residential development, commercial and industrial development in the context of the shire and the region. A consultant has been engaged to commence work on the expansion of the Commercial Zone in the Bannockburn Town Centre.


2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES

2.4.1 Provide high quality public spaces and infrastructure.

Action	Progress	Status	Activities Undertaken
Provide and advocate for safe and attractive design to preserve and improve rural and urban character, including	40% Complete	In Progress	<ul style="list-style-type: none"> Beautification works at Lethbridge Recreation Reserve, including car parking, pathways and landscaping is complete.

Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> • Open spaces, parks, and reserves • Streetscapes and drainage • Trees, shade, furniture, and landscaping • Lighting, car parks, signage, and public amenities • Community facilities. 			<ul style="list-style-type: none"> • Repainting of Don Wallace Recreation Reserve and internal upgrade of upstairs room including flooring and kitchen is complete. • Various playground renewal works are complete including major renewal of the Enfield Playground and Harrison Reserve. • Implementation of Open Space Budget/Plan, including reserve signage continues. • Small scale tree planting has been occurring in high-profile areas. This will begin to establish a scalable tree planting program. Community consultation is now complete in Inverleigh to develop a suitable tree succession plan.

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



Action	Progress	Status	Activities Undertaken
<p>Service, maintain and renew assets to provide usable and attractive public spaces that support a variety of social and community uses and safety, including:</p> <ul style="list-style-type: none"> • Town maintenance and presentation • Drainage servicing / cleaning • Litter collection • Mowing and grass slashing • Roadside and tree maintenance • Rubbish bins and rubbish removal • Street sweeping 	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> • General tree maintenance for park trees, street trees, and roadside vegetation has been occurring as required. • Several storm events increased tree maintenance and clearing workload. • Shire wide roadside slashing program begun prior to fire danger period. • Garbage collection being completed as per nominated service levels. • Grading program on schedule.

STRATEGIC DIRECTION 3:

SUSTAINABILITY

3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE, AND THE ENVIRONMENT

3.1.1 Ensuring our native vegetation, ecosystems, flora and fauna and old growth trees are healthy and protected.


Action	Progress	Status	Activities Undertaken
Review and implement Council's Environmental Strategy 2019-2027, including: <ul style="list-style-type: none"> Actions that target preservation, protection and promotion of ecosystems, native vegetation, and fauna Carry out works in line with Natural Reserves Management Plans 	25% Complete 	In Progress	<ul style="list-style-type: none"> The systematic review of all actions in the Environment and Sustainability Strategy continues. Q2 Highlights include the completion of the Integrated Water Management project - Blue Green Infrastructure Guide for Small Towns, the progression of the Climate Emergency Plan and planning for the Weeds Management Strategy and Plan.
Preserve and protect native vegetation and assess potential environmental impact of developments, including through appropriate land use planning, developer contributions and vegetation offsets.	25% Complete 	In Progress	<p>This is an ongoing piece of work for the Environment and Sustainability Team. We work closely with the Statutory and Strategic Planning teams to ensure planning work is referred through to ensure vegetation is protected and environmental impacts are managed.</p> <p>New development is encouraged to avoid and minimise native vegetation loss.</p>


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

Action	Progress	Status	Activities Undertaken
Implement initiatives to protect the cultural and natural heritage of Golden Plains Shire, including: <ul style="list-style-type: none"> Acknowledge and preserve Aboriginal values and culture through partnerships, land management practices and education Maintain, store and promote the Golden Plains Civic Collection Connect with community-based historical interest groups Promote places of indigenous, natural, and historical significance across the Shire. 	50% Complete 		<p>Current Arts and Culture initiatives to protect and promote the cultural and natural heritage of Golden Plains Shire include:</p> <ul style="list-style-type: none"> Working with the Linton Historical Society on a grant application for a commemorative sculpture. Convening meetings with RMIT representative working with on the Civic Collection. Leading development of the Reflect RAP across Council.

3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION

3.2.1 Provide sustainable and efficient waste management services.


Action	Progress	Status	Activities Undertaken
Implement the Waste and Resource Recovery Strategy 2020-2030, including: <ul style="list-style-type: none"> Responsive household waste collections services – garbage, recycling Consideration of organics / FOGO services 	25% Complete 	In Progress	<ul style="list-style-type: none"> Collaborative kerbside collection tender evaluation process has commenced. Golden Plains is partnering with the Surf Coast Shire and Borough of Queenscliff to source a new long term kerbside collection supplier.

Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Landfill management and rehabilitation Public/community litter bins and services. 			<ul style="list-style-type: none"> Through the Waste a Resource Recovery Group, an audit on general waste and recycling bins has been conducted. Work on the rehabilitation of Rokewood closed landfill is in progress, as well as the Teesdale landfill peer review report. Process has commenced for the review of waste services (introduction of the FOGO and glass bins) and the Rokewood Transfer Station feasibility study.
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.	25% Complete 	In Progress	<ul style="list-style-type: none"> Development in progress of the Waste Supply Agreement for the RRON project with G21 Councils and Barwon Water. On-going work on the feasibility study for the G21 Hub.

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

Action	Progress	Status	Activities Undertaken
Promote and review the use and accessibility of services at Council's transfer station.	25% Complete 	In Progress	<ul style="list-style-type: none"> Communication to the community is now complete regarding the Rokewood Transfer Station. Process for the Rokewood Transfer Station feasibility study has commenced.
Reduce illegal dumping and contamination of waste streams through the investigation of different approaches to prevention and enforcement.	10% Complete 	In Progress	<ul style="list-style-type: none"> The Waste Communication Plan has been finalised. Signs around illegal dumping spots have been installed across the Shire.





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

Action	Progress	Status	Activities Undertaken
Develop and engage with community and businesses on waste reduction strategies and responsible waste disposal options to: <ul style="list-style-type: none"> Increase recycling and reduce recyclables contamination Curtail incidents of illegal dumping Encourage appropriate disposal of hazardous materials 	10% Complete 	In Progress	The Waste Communication Plan has been finalised. The Sustainability & Waste Education Officer will work on implementation over the next 6 months.


3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES

3.3.1 Conduct land management practices and behaviours that enable a safe and thriving natural environment.

Action	Progress	Status	Activities Undertaken
Undertake activities that reduce the risk of wildfires and flood events including:	50% Complete	In Progress	<ul style="list-style-type: none"> 296 Fire Prevention Notices have been issued during this quarter.


Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Issuing fire prevention notices Planned burns, fuel reduction, roadside slashing and drainage maintenance. Community education regarding fire and flood safety, risk mitigation and preparedness for fire and flood events. 			<ul style="list-style-type: none"> Council is working with CFA to increase education and door knocking in areas of high fire danger. Roadside slashing has commenced, including the slashing of gravel roads.
Work with private landowners and businesses to educate and partner in appropriate and sustainable land management, agriculture and natural resource practices.	25% Complete 	In Progress	This is an ongoing piece of work for the Environment and Sustainability Team. We regularly respond to enquiries from residents about sustainable land management, agriculture and natural resource practices.
Protect the health of waterways and facilitate sustainable water use through implementation of water security initiatives in the Environmental Strategy 2019-2027.	25% Complete 	In Progress	Ongoing work continues with the Barwon and Central Highlands Integrated Water Management (IWM) Forums. Council completed a project with the Central Highlands IWM forum on Green Blue Infrastructure for small towns where a number of workshops were run on IWM in the region and a guide on green blue infrastructure was produced. We are still waiting on the outcome of our application for the grant for a Bannockburn IWM plan.
Undertake pest plant and animal management control programs and community education to target and reduce the prevalence of invasive species in natural systems.	25% Complete 	In Progress	<ul style="list-style-type: none"> The Rabbit Management Plan and Strategy were adopted by Council in Q2 following a period of community consultation. Work has commenced on planning an Invasive Weeds Management Strategy and Plan.

3.3.2 Support and partner with the community on environmental initiatives.

Action	Progress	Status	Activities Undertaken
Build the awareness and capacity of communities to respond to local environmental issues and to implement sustainable practices including: <ul style="list-style-type: none"> Connecting and supporting Landcare and environmental interest groups Community activities and education that promote ownership of sustainability issues and the natural environment, including clean-up days, greening activities and tree plantings 	25% Complete 	In Progress	Ongoing work with and support of the Environmental Volunteers and Agency network to support volunteers and community groups tackling environmental issues.


3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY

3.4.1 Implement approaches to address and mitigate climate change.

Action	Progress	Status	Activities Undertaken
Tackle climate change and its impact on health through: <ul style="list-style-type: none"> Development of an Emission Reduction Action Plan that includes the setting and monitoring of emissions targets and carbon offsets Partnerships, collaboration and engagements to raise awareness and 	30% Complete 	In Progress	<ul style="list-style-type: none"> In response to Council declaring a climate emergency in July 2021 and the development of a Climate Emergency Plan, a Waste Education and Sustainability Officer was recruited to lead the development of the Plan. In addition, work is ongoing to undertake mitigation measures (reducing our carbon emissions through the Victorian

Action	Progress	Status	Activities Undertaken
<p>promote whole-of-community planning and engagement on mitigation / adaptation focused activities</p> <ul style="list-style-type: none"> Investigate approaches to build community understanding and develop actions to prevent, prepare, respond and recover from the impact of climate change and extreme weather conditions including on health and wellbeing Promote, encourage and educate the community on healthy and sustainable food systems, production and practices. 			<p>Energy Collaboration, solar installations etc.) and adaptation measures (the Regional Climate Adaptation Strategy for the Grampians was released in December 2021).</p>

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



Action	Progress	Status	Activities Undertaken
<p>Scope, and develop projects and initiatives that encourage the use of renewable energy and carbon neutral practices, including:</p> <ul style="list-style-type: none"> Implement sustainable practices into Council's operations to reduce emissions, including the purchase and use of environmentally friendly and clean technology products and solutions Environmentally Sustainable Design of buildings and public infrastructure Consider further sustainable building and energy efficient design requirements in the Planning Scheme Water and energy efficient appliances, practices, infrastructure and retrofit options for Council and community e.g., solar and water harvesting Projects Community education and promotion of clean energy technology and sustainable buildings and practices Advocate for improved infrastructure to support clean energy and green technology including changes to the power grid to accept renewable energy inputs (e.g., household solar, windfarms). 	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> Council continues to support Geelong Plus Community Solar and the continued roll out of Council sites into the VECO power agreement. Installation of Solar Panels on 7 Council owned/leased community facilities across the Shire, funded by Berrybank wind farm.

STRATEGIC DIRECTION 4:



PROSPERITY



4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT

4.1.1 Support the development of young children and their families.

Action	Progress	Status	Activities Undertaken
Plan and provide services, infrastructure and support to enable health, wellbeing and development in early years, including: <ul style="list-style-type: none"> • Maternal and Child Health • Community Playgroups • Early Years Networks • Funded Kindergarten Services • Family Day Care Services • Parenting support groups 	50% Complete 	In Progress	<ul style="list-style-type: none"> • Kindergarten service delivery unfunded and funded kindergarten programs operated throughout 2021 with over 200 enrolments. • Occasional Care Service is operating at full capacity and Family Day Care remains in demand with 2 educators resigning during the year. • The School Readiness Program commenced across all funded Kindergarten services. • Planning and preparation commenced for funded 3-Year-Old Kindergarten to commence from January 2022. • Managed the provision of COVID-19 support funding through free kindergarten and other services. • Staff training updated to include Child Safe Standards, CIS (Child Information Sharing), FVIS (Family Violence Information Sharing) and service policies including Enrolment and Orientation.
Plan and advocate for infrastructure to support the introduction of 2 years of funded Kindergarten in 2022 (3- and 4-year-old).	50% Complete 	In Planning	<ul style="list-style-type: none"> • Kindergarten Infrastructure Services Planning agreement ready to sign off with DET. • Teesdale and Haddon Kindergarten facility initial stages concept plans prepared. • Moving into Q3, applications will be prepared for 2022/23 Building Blocks Infrastructure grants along with Growing Suburbs grants for 2023/24 funding.



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


Action	Progress	Status	Activities Undertaken
Advocate to Government, business and service providers for investment and programs to support education, including: <ul style="list-style-type: none"> • School infrastructure and school program funding across the Shire • New schools in Bannockburn South and Smythesdale • Vocational learning in farming agriculture and mechanical trades. 	0% Complete 		<ul style="list-style-type: none"> •
Provide and review the provision of fixed and mobile library services in partnership with Geelong Regional Library Corporation (GRLC).	10% Complete 	In Progress	<ul style="list-style-type: none"> • Library service provision in conjunction with the GRLC has continued despite COVID causing temporary branch/mobile location closures. • Further work to review service provision will occur in 2022.

Action	Progress	Status	Activities Undertaken
Collaborate with learning centres, local groups and activities to promote skill development opportunities including with Emergency Services, Mens Shed's and Interest Groups.	20% Complete 	In Progress	
Investigate partnerships with TAFE and higher education providers to service the Golden Plains Shire community, including: <ul style="list-style-type: none"> Course offerings (Course offerings that align with local jobs / industries) Locations within the Shire Transport to learning providers On-line options 	20% Complete 	In Progress	<ul style="list-style-type: none"> Discussions have commenced with Federation University, regarding the APRETC and associated training programs, with introductions made to the Berrybank Community Group. Community presentations to be conducted in Q3 enabling education sectors to pre plan the annual study regime to coincide with training courses launch.

4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS


4.2.1 Provide support to local businesses including farms and small business.

Action	Progress	Status	Activities Undertaken
Complete delivery of the Economic Development and Tourism Strategy 2017-2021 and progress development of a new Economic Development, Tourism and Investment Attraction Strategy 2022-2032, including consideration of: <ul style="list-style-type: none"> Support and incentives for small to medium businesses and agriculture Consideration of coaching for social enterprises, home businesses and business start ups Developing relationships with food producers to support access to local produce Identification of new and emerging business opportunities within the Shire 	50% Complete 	In Progress	<ul style="list-style-type: none"> SGS Economics and Planning have been engaged. Completed stages include Inception Meeting, Councillor Workshop, Key Stakeholder Interviews, and Background Report. Supported six small business operators / contractors as Family Day Care Educators / Contracted by Council to operate Childcare throughout the Shire 2021.
Support events and activities that promote, showcase and connect local businesses including: <ul style="list-style-type: none"> Determining the future delivery model and Council support for the Golden Plains Farmers and Twilight Markets Business development and regional networking events to build capacity of local business and producers Review support provided to businesses through COVID 19 and avian influenza and consider recovery assistance mechanisms 	50% Complete 	In Progress	<ul style="list-style-type: none"> The Golden Plains Farmers' Market continues to connect and showcase local business. Options for the future of the market were presented to Councillors in July 2021 with support to continue the current model at this point in time. Following COVID lockdowns causing market cancellations in August and September 2021, COVID Safe markets recommenced in October, November and December with excellent support from stallholders and the community. The Golden Plains Twilight Market was also conducted in December 2021 with an estimated 3,600 people attending across the evening. The financial model for Golden Plains Markets has been revised, and financial assistance has been sought for Golden Plains Twilight Market. Business mentoring and concierge services continue.


Action	Progress	Status	Activities Undertaken
			<ul style="list-style-type: none"> A number of COVID recovery grants for businesses and community groups have been administered and delivered. Financial support has been provided to Bannockburn & District Chamber of Commerce.
<p>Consider opportunities to further support locally based businesses and suppliers through:</p> <ul style="list-style-type: none"> Buy local community campaigns and promotion Council's procurement and tendering processes Promotion and support of healthy and sustainable local food systems Developing a database of all engaged businesses across the Shire 	<p>20% Complete</p> 	In Progress	<ul style="list-style-type: none"> Council's Buy Local campaign launched in December 2021. Preliminary discussions have commenced with Council's Procurement division and other departments regarding a buy local focus. Council participated in the development of the Value Adding Opportunities in Agriculture report developed by SED Consulting for Regional Development Australia Grampians.

4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS

4.3.1 Support initiatives for local shopping and hospitality businesses.

Action	Progress	Status	Activities Undertaken
Investigate the provision and rezoning of land to attract developers, business and employers including those that provide retail and hospitality opportunities.	<p>20% Complete</p> 	In Progress	Economic Development division is assisting in the rezoning of industrial land in the Southwest adjoining the existing industrial estate.
Advocate for and implement the Streetscape and town centre improvements that maintain town character and rural appeal, including the Northern Streetscape Improvement Program upgrades at Linton, Scarsdale and Smythesdale.	<p>90% Complete</p> 	In Progress	<ul style="list-style-type: none"> Second round of community consultation completed on the Northern Streetscape Upgrade project. Final framework plan expected to be presented to Council for adoption in Q3. Economic Development division is assisting in the development of the Northern Streetscape Project when crossovers with 3 trails.



4.3.2 Identify and promote activities that attract visitation and tourism.

Action	Progress	Status	Activities Undertaken
<p>Progress and explore actions of the Economic Development, Tourism and Investment Attraction Strategy 2022-2032 including:</p> <ul style="list-style-type: none"> Events that attract visitation such as music and food festivals Activities that promote the Arts and local creative industry, such as open studio programs, arts trail and living sculptures Sites and tourist attractions, including the Three Trails project Participation in the World Heritage Program Alliances and networking opportunities including with Geelong and Bellarine Tourism 	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> Arts & Culture Spring in the Shire Competition and exhibition was held at the December 2021 Twilight Markets. Continued networking and assistance offered to the Multicultural Harvest Festival organisers for their February event (Postponed). Networking with Ballarat Public Art Officers for joint projects and other opportunities. Connecting with local Maude resident to discuss ongoing projects and programs. Promoted Arts & Cultural Strategy to the Committee for Geelong Leaders Program. Ongoing discussions with GPArts Inc to develop new initiatives. Economic Development division is supporting Local Small Scale Community Events through RDV Funding and Outdoor Activation



Action	Progress	Status	Activities Undertaken
			<p>Funding, including music entertainment to support creative industries.</p> <ul style="list-style-type: none"> 3 Trails project development is ongoing, including creative industries developing directional and township signage. Ongoing support for the World Heritage Bid. Monthly attendance at Tourism Greater Geelong & The Bellarine.


4.4 LOCAL EMPLOYMENT AND TRAINING

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

Action	Progress	Status	Activities Undertaken
Advocate with local businesses, chambers of commerce and employers to target and promote local employment outcomes, including social enterprises.	<p>20% Complete</p> 	In Progress	Provided financial support to the Bannockburn & District Chamber of Commerce.
Work with partners to deliver short term courses, internships and job training opportunities for ratepayers and residents, including promoting the use of Council facilities.	<p>20% Complete</p> 	In Progress	<ul style="list-style-type: none"> Working with Paul Miller, Entrepreneurship Facilitator to deliver 4 business training sessions in Smythesdale and Bannockburn in Q3. Promoting the availability of co-working opportunities at the Digital Hub at The Well, Smythesdale.




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

Action	Progress	Status	Activities Undertaken
<p>Provide Council based opportunities and potential employment pathways for local residents including through:</p> <ul style="list-style-type: none"> Apprenticeships, internships and traineeships Connecting with schools and young residents to promote the diversity of Council activities and career options Council's work experience program. 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> Economic Development division is liaising with Federation University regarding the APRETEC facility and associated employment opportunities, training and apprenticeships. Children's Services engaged two employees having recently completed early years education and care qualifications. Engaged with Federation University to place a Maternal Child Health Nurse student with GPSC Maternal Child Health Team.
<p>Commence operation of the Digital Hub in Smythesdale to enable:</p> <ul style="list-style-type: none"> Improved connectivity, digital literacy and skills within community Access for small business and community to utilise and connect via digital technology 	<p>80% Complete</p> 	In Progress	<ul style="list-style-type: none"> The Smythesdale Digital Hub was officially launched and opened in Q2, with Minister visit, local media, and printed brochures. GPSC was invited to feature in the State Government's Digital Innovation Festival. Community workshops were conducted with a guest speaker presentation as a Get Online Week event. There has been a continuing increase in hours booked by various community and business members.
Strengthen communities and provide skill development and participation opportunities	<p>25% Complete</p>	In Progress	<ul style="list-style-type: none"> A Volunteer Training Program for management entities and Recreation

Action	Progress	Status	Activities Undertaken
through delivery of Council's volunteer program.			<p>groups has been developed with sessions to be facilitated in Q3 and Q4.</p> <ul style="list-style-type: none"> Active Ageing & Inclusion welcomed back Volunteers in December by holding a morning tea at the Bannockburn Cultural Centre with 8 attending. Fleet Training, program induction and further COVID-19 training will be completed early Q3 in order to restart Meals on Wheels deliveries, Medical Transports and Social Connection engagements. Volunteer Audit undertaken and in progress, and volunteers compliance checks undertaken for those who were close to expiry. Volunteer programs were constrained with COVID-19 lockdown and restrictions, however a plan to reactivate is in development.

4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT

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


Action	Progress	Status	Activities Undertaken
<p>Develop and implement the Economic Development, Tourism and Investment Attraction Strategy 2022-32 including actions that advocate for:</p> <ul style="list-style-type: none"> State and Federal Government investment Private business/industry investment Innovative, new and value add practices 	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> Economic Development, Tourism and Investment Attraction Strategy 2022-32 is 50% complete. Economic Development division participated in Value Adding Opportunities in Agriculture report produced by SED Consulting for Regional Development Australia Grampians. Economic Development division continued discussions with RDV and DJPR regarding funding opportunities, and continued discussions with prospective new business investment in region.
<p>Advocate for improved digital connectivity for residents across the Shire including better access to the NBN and mobile telephone reception.</p>	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> Economic Development division continued discussions with residential and commercial NBNC0 engagement officers, with Teesdale FTTP confirmed to proceed. Unsuccessful submission for NBN FTTP/N in Smythesdale due to small number of houses. Mobile Blackspot Program Round 6 not yet launched.
<p>Seek to further develop and promote public/private partnership opportunities with businesses including Berrybank Windfarm.</p>	<p>20% Complete</p> 	In Progress	<ul style="list-style-type: none"> Discussions with contracting group for Rokewood Windfarm scheduled for construction commencement mid-2022, but further legal delays commenced Q3.

STRATEGIC DIRECTION 5:

LEADERSHIP

5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING

5.1.1 Provide timely and effective communications about Council services and activities to community and stakeholders.

Action	Progress	Status	Activities Undertaken
<p>Communicate issues and opportunities with the public across a wide variety of accessible and functional platforms, including:</p> <ul style="list-style-type: none"> • Social media • Website/s • Printed publications • Advertising and signage • Media activities 	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> • Council published informative and engaging communications across its many channels including the website and social media, the publication and distribution of the Gazette (Issue 6, 2021), Engage e-newsletter (October, November and December 2021), Council News in the Golden Plains Times (12 issues), and Council News in local community newsletters (October, November and December). • The Council stories communicated over this quarter include: <ul style="list-style-type: none"> - Election of Golden Plains Shire Mayor 2021/22, - Openings of the Sharps Road Bridge upgrade in She Oaks, Paddys Gully Bridge in Rokewood and Slate Quarry Road Bridge in Meredith, - Opening of Enfield and Garibaldi playgrounds, - Community Strengthening Grants Round Two 2021 awarded, - Start of construction on the Linton cricket nets upgrade, - Opening of new cricket wickets in Shelford and Bannockburn, - Opening of new water supply at Maude Recreation Reserve, - Funding for Teesdale Flood Study and Transport Connections Study, - New Victorian state electoral boundaries for Golden Plains Shire, - Completion of Teesdale Turtle Bend Upgrade, - Gift Local business campaign, - Get Online at the Digital Hub event, - Golden Plains Farmers' Market return and Twilight Market, - Nominations for the Golden Plains Shire Community Awards 2021, - Children's Week 2021, - Youth school holiday events, - New solar panels on community buildings, - Council funding from Victorian Government School Readiness Program and the Regional Renewable Organics Network.

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


Action	Progress	Status	Activities Undertaken
<p>Consult with the community and provide early engagement on Council decisions and issues of local interest, through:</p> <ul style="list-style-type: none"> Development and implementation of the Communications, Engagement and Events Strategy Utilisation of the Community Engagement Register, existing Council networks and community groups Planning, providing and promoting direct Councillor engagement opportunities Encouraging community and stakeholder involvement in advocacy campaigns 	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> Council conducted open and authentic community consultation including in-person engagement, digital and print surveys and public exhibition of key strategies and plans on many important subjects including: <ul style="list-style-type: none"> The Rating Strategy Consultation, Best Value Review on Aged and Disability Services, Northern Streetscapes Designs, Inverleigh Tree Succession Plan, Linton Shire Hall: Committee of Management, Local Law No. 1, Rabbit Management Strategy and Plan 2021-2031, Sebastopol-Smythesdale Road Proposed Speed Change. There was also a dedicated Council Meeting to hear verbal submissions on the Rating Strategy Consultation, as well as online and in-person Councillor Conversation Posts. Nominations for the Golden Plains Shire Community Awards 2021 were opened and promoted to the community.



5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT

5.2.1 Council will operate in an open and transparent manner.

Action	Progress	Status	Activities Undertaken
<p>Implement good governance and decision-making processes and meet all legislative requirements, including:</p> <ul style="list-style-type: none"> All requirements of the Local Government Act 2020 Council's meeting procedures and Councillor Code of Conduct Reviewing Council's Vision, Mission and Values Reviewing and updating Policies and Procedures Reporting to the community on Council performance and accountability 	Ongoing	In Progress	<ul style="list-style-type: none"> Workforce Plan, Staff Code of Conduct, Complaints Handling Policy, CEO Employment and Remuneration Policy, and Long-Term Financial Plan – all requirements of the LGA2020 adopted prior to required date. Governance Rules reviewed and adopted by Council, with next review scheduled for 6 months. Review of delegations underway and authorisations review planned for 2022.



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


Action	Progress	Status	Activities Undertaken
<p>Implement policies, processes and initiatives that deliver long-term financial sustainability, including:</p> <ul style="list-style-type: none"> Develop and adopt the 10-year Financial Plan and the Revenue and Rating Plan Implement a new property and rating system The review and implementation of procurement policies and procedures 	<p>50% Complete</p> 	In Progress	<ul style="list-style-type: none"> Long Term Financial Plan covering 10-year period was adopted in October 2021 following public consultation process. The LTFP will be updated annually as part of the budget process. Updated Procurement Policy is now in place which includes new LGA2020 requirements and will be updated on an annual basis. New property and rating system is in its early stages with configuration yet to commence.

Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Identification of additional sources of revenue and efficiencies 			<ul style="list-style-type: none"> Identification of additional sources of revenue is ongoing and part of the annual budget process.
<p>Manage Council and community assets, including:</p> <ul style="list-style-type: none"> Adoption of the Asset Plan in accordance with the Local Government Act 2020 Implementation and population of the Assetic software system Consider the findings and implement actions arising from the Community and Social Infrastructure Plan Planning and budgeting for asset maintenance, renewal programs and regular asset condition audits Consider the removal of low value or end of life assets 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> The CSIP identified community facilities in the Shire with vacant rooms that may be used for consulting rooms. These are currently being explored as venues for mental health services. Final 2 Asset Management Plans (Stormwater and Open Space) are currently in progress and nearing completion. Work on the Asset Plan has commenced. Assetic is currently being configured for Roads & Drainage Maintenance.
<p>Further develop and implement Council's Risk Management Framework and ensure all key risks have been measured and adequately controlled.</p>	<p>10% Complete</p> 	In Progress	<ul style="list-style-type: none"> A risk assessment tool has been developed and is being shared across the organisation for testing. A risk management stage has been included in the Project Management Framework, which will itself implement the Risk Management Framework into project planning and delivery across Council. It is intended that the Risk Management Framework is further embedded in Council processes through the development and implementation of KPIs and the newly created Business Performance Specialist position.


5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE

5.3.1 Council service delivery is efficient and responsive to the needs of the community.

Action	Progress	Status	Activities Undertaken
<p>Improve the customer experience and build commitment and accountability to service standards and timely responsiveness through the development of the Council Customer Service Strategy.</p>	<p>10% Complete</p> 	In Progress	<ul style="list-style-type: none"> The Customer Service Strategy project commenced on 10 January with the commencement of engagement with consultancy company CX Loop. The first four weeks of the project will focus on feedback & data collection through internal workshops and customer surveys. Once we have learnt & understood insights from this process, we will commence development of the Strategy.
<p>Seek opportunities to streamline and improve Council's ICT systems and processes, including:</p> <ul style="list-style-type: none"> Digital transformation and upgrades Knowledge management and collaboration Reviews of systems processes and services. New technology options and solutions to meet service and customer needs, including better information flow and 	<p>20% Complete</p> 	In Progress	<ul style="list-style-type: none"> Council First implementation is at the Solution Design phase for Finance, Customer Services, Rates & Property and Records Management. Finance configuration work has also commenced. COVID-19 has impacted the Vendor being unable to come on site. The Aurion Payroll system project has been delivered for Payroll with Time Recording and HR Management in the Solution design phase.



Action	Progress	Status	Activities Undertaken
updates of the Customer Request Management System (CRMS)			<ul style="list-style-type: none"> A grant submission has been made to the State Government to rollout an IOT network in the Shire.
Provide a suite of customer-friendly resources to inform and educate the community and build understanding of regulations, Council service requirements and processes.	0% Complete 	Not Started	This piece of work will commence after the development of the Customer Service Strategy.

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

Action	Progress	Status	Activities Undertaken
Implement People and Culture and organisational development activities, including: <ul style="list-style-type: none"> Workforce planning Attraction and retention of employees Upskilling and providing growth opportunities to staff Further activities to embed and promote the organisational Vision and Values Workplace Health and Safety procedures and wellbeing initiatives for a productive and healthy workplace Regular staff workplace surveys 	25% Complete 	In Progress	Establishment of Child Safe Standards working group, review of current policy and commenced preparation of introduction of new CSS from July 2022.

5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE

5.4.1 Plan, consult and review the priorities of the community to continue actioning and progressing the Golden Plains Community Vision 2040.

Action	Progress	Status	Activities Undertaken
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.	25% Complete 	In Progress	<ul style="list-style-type: none"> Planning of future service provision and infrastructure needs was a key focus of the Community Services and Infrastructure Plan work that was completed and provided to Council in August 2021. Further recreation user group and club data has been collected to update asset/facility utilisation. A Growing Suburbs Fund application was progressed and presented to Council in October 2021 for approval (prior to submission) for the Rokewood Community Hub. Kindergarten Infrastructure Services Planning negotiations with the Department of Education and Training are in progress, as well as planning for future Funded Kindergarten facilities to cater for additional supply/demand gaps related to implementation of Funded 3-Year-Old Kindergarten.
Lead and partner with community and stakeholders on advocacy campaigns, including through <ul style="list-style-type: none"> Scoping and development of priority projects 	25% Complete 	In Progress	

Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none">• Seeking investment, funding and partnerships for identified community priorities• Representation on networks and regional alliances to connect on regional priorities (e.g., G21, MAV, Central Highlands, Peri-Urban Group of Rural Councils)• Liaising and connecting with members of parliament, Government departments, businesses and service providers			



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CUSTOMER SERVICE HOURS

Bannockburn Customer Service Centre
8.30am to 5pm, Monday to Friday

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

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