



COUNCIL PLAN 2021-2025

QUARTERLY PROGRESS REPORT
Q1: JULY – SEPTEMBER 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: 'Wabdallah' by Shu Brown

Image: Sunset over Bunjil's Lookout in Maude.



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>10% 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>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 Action Plan has been completed and was adopted by Council in October 2021. Collaboration occurred with approximately 40 partners and a total of 73 actions have been identified to address 5 priority areas across the life of the plan.</p>


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 	<p>20% Complete</p> 	In Progress	<p>Council chairs the Municipal Emergency Management Planning Committee. A key component of the committee is to work with EM agencies to assist the community before, during and after an emergency.</p>



Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Recovery assistance for community in response to the COVID 19 pandemic Assessing and responding to health impacts 			
<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	CCTV Committee in place with Vic Pol to begin examining whether CCTV is required in GPS. This committee has been implemented under best practice guidelines by the State Government.

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 National Reconciliation Week (NRW) and NAIDOC Week Establishing and maintaining a Council Working Group to drive governance and implementation of the RAP 	<p>15% Complete</p> 	In Progress	<ul style="list-style-type: none"> Work has commenced with Council's internal Reflect RAP Group to realign the implementation of the Plan to include consultation with Eastern Maar. Letter sent to Eastern Maar from CEO. Represented GPS on Wadawurrung Country Meeting. Family Day Care RAP has been submitted for approval. Teesdale Kindergarten RAP has been submitted for approval.

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


Action	Progress	Status	Activities Undertaken
<p>Develop the Arts, Culture and Heritage Strategy.</p>	<p>70% Complete</p> 	In Progress	<p>The Arts, Culture and Heritage Strategy has been developed and the Draft Strategy was presented to Council in September 2021. Following Council's endorsement, it was provided for public exhibition and will be presented back to Council in November 2021.</p>
<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>15% Complete</p> 	In Progress	<ul style="list-style-type: none"> Wrote and negotiated RMIT/GPS Service Agreements. Activated community representatives and promotion of the Digital Histories project. Negotiated artists plans and Council representatives for the Living Sculptures project. Presented Art Culture and Heritage Plans to G21 group.


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"> • COVID lockdowns and restrictions continue to impact on events and in-person activities. • In the first quarter of 2021/22, Council held openings of the netball courts at Inverleigh Sporting Complex, the Digital Hub at The Well in Smythesdale, and the Lethbridge Lighting and Irrigation project at the Lethbridge Recreation Reserve. • Maternal and Child Health and Children's Services team have encouraged, promoted and facilitated social group connection for new parents and vulnerable families with young children. Volunteer parent committees focus on community engagement and connection. • Activite Q1 impacted by COVID restrictions but still undertaken online, small groups or in outdoor settings. • Health, Wellbeing & Youth team have ensured the FReeZA committee continues to plan, implement and deliver a range of quality events by local young people for local young people. Planning is currently underway for the new round of funding for 2022-2024 which will see the engagement of more young people in the Shire involved in the planning of local celebratory events. • Council also held youth events and activities in-person and online, virtual Citizenship Ceremony and virtual Golden Growers program. • Activated and promoted the biennial Spring in the Shire competition and negotiated with local businesses for sponsorship. • Met with Inverleigh Historical Society leaders to discuss future opportunities. • Engaged with external film company to contribute to UNESCO city bid project.

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 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> • Dereel, Inverleigh, Linton and Shelford have commenced pre-engagement with their communities for their new community plan. • Teesdale will commence their pre-engagement for a new community plan later in the year.

Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Linking to and supporting other community groups and activities 			<ul style="list-style-type: none"> Volunteer Community Coordinators undertook project management to assist them with the development of projects in their community plan. Community Planning Groups have been provided with event development support during the COVID restriction period. Research has commenced to ascertain the best option for the development of an online community directory. New pre-engagement resources have been developed in partnership with community planning groups to allow for better community engagement. Community Planning Groups have been supported in the acquittal process for community plan seed funding. Volunteer partnerships have been developed with Volunteering Victoria, Volunteering West and Volunteering Geelong which will assist council with the 2022 development of the Volunteer Strategy.
<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 Networks, resources, and links to other volunteer groups 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> Child & Family Services continue to support ECEC Kindergarten volunteer parent committees. Arts, Culture and Heritage team connected with volunteers during community planning pre-engagement visits to Dereel & Meredith. Arts, Culture & Heritage connected with community groups including Linton Historical Society, GPS Arts, First Nations grant consultation with Regional Arts Victoria, Inverleigh History Group, GP Arts Inc. Community Partnerships connecting of volunteers and linking to funding opportunities has included: <ul style="list-style-type: none"> Sharing monthly emails on community grant opportunities and support to community groups across Golden Plains. Providing mentoring support for the development of ideas and projects to allow for community groups to progress to a grant application. Setup of new funding alliance with two windfarms and Community Bank to ensure we are aware of each funding bodies priorities, timelines and guidelines. This will have broad outcomes for communities in the future. Development of a new auspice application process and form to assist community groups finalise an auspice agreement with an auspisor for the grant application.

Action	Progress	Status	Activities Undertaken
			<ul style="list-style-type: none"> Establishment of a new Council Volunteer program called Beautify Bannockburn, where volunteers work on the main street gardens to improve the streetscape. Active Ageing & Inclusion team are currently working to engage volunteers who have been on hold since 2020 due to COVID-19. Volunteers are being upskilled and ID currency and police checks have been completed. Still to complete are a refresher of Fleet training and Communications from the CEO regarding the requirement for Volunteers to be double vaccinated. Sport and recreation-based funding and volunteer training opportunities continue to be provided.





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"> Arts Culture and Heritage team identified a work list and engaged with Meridian Sculpture to attend to heritage and memorial sites. Arts and Culture Advisor and lead artists presented at the Regional Artlands conference for Zoom me a River. Health Wellbeing & Youth - although COVID restrictions prevented access to physical Council facilities during Q1, all weekly Youth programs were moved to an online platform. Health Wellbeing & Youth - 3 webinars were held on creating edible gardens with participant numbers of 120. Feedback was extremely positive and has resulted in the planning of new webinars. Council continues to work towards providing great community facilities that encourage participation and activate spaces. During this period Council: <ul style="list-style-type: none"> Sought successful funding for Leighdale Undercover Arena (\$318,000), Bannockburn Safety Nets (\$21,000) & Meredith BMX, Skate and Play Space Upgrade (\$420,000) Applied for Growing Suburbs Funding (\$4,404,683 towards \$4,864,683 TPC) Completed detailed design for Linton Oval Upgrade Completed Garibaldi Play Space Upgrade Completed Lighting Upgrade on Bannockburn Soccer Pitch 2

Action	Progress	Status	Activities Undertaken
			<ul style="list-style-type: none"> Completed Teesdale Don Wallace Facility Painting Upgrade Replaced Centre Wickets at Shelford and Victoria Park (Oval 2) Updated Rokewood Recreation Reserve Masterplan Commenced concept designs for Meredith BMX, Skate & Play Space Upgrade Commenced Inverleigh Oval 2 and Woody Rec Reserve Lighting Upgrade Designs Commenced construction on Golden Plains Youth Hub Commenced Bannockburn Skate Park Upgrade Completed designs for Enfield Play Space Upgrade and commenced works Commenced construction of the Lethbridge Cricket Net Upgrade Commenced Ross Creek Play Space & Active Rec Upgrade Commenced construction on Bannockburn Female Friendly Soccer Changerooms Commenced Teesdale Don Wallace Kitchen Upgrade
Support and empower community volunteers and committees in managing public spaces / places and accessing funding opportunities.	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> Arts Culture and Heritage team met with GP Arts regarding future planning for initiating a Shire-wide arts HUB. Ongoing support provided to Management Entities, local clubs and community groups has included: <ul style="list-style-type: none"> Facilitation of AGM's Updating Management Agreements Supporting Dereel Men's Shed to take on management of Dereel Community Centre Seeking expressions of interest and facilitating discussions regarding the future management of Linton Shire Hall Supporting Matchworks and Hesse Rural Health to utilise the Bannockburn Cultural Centre on an ongoing basis

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
<p>Implement the Active Ageing and Inclusion Plan 2020-2024, including the following priorities:</p> <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 	<p>15% Complete</p> 	In Progress	<p>The Active Ageing and Inclusion Internal Working Group have been meeting regularly to allocate and complete associated actions. The group are currently working through;</p> <ul style="list-style-type: none"> ○ The Smythesdale Digital Hub and Be Connected Event, ○ Easy English Training, ○ Bins for Blokes, ○ GIA and LGBTIQA+ Inclusion training. <p>AA&I also are an active participant of the Central Highlands Inclusion Working Group, representing GPSC and are undertaking investigation into an interactive accessibility map for community members across the area to utilise.</p> <p>The next AA&I Advocacy External Working Group will be held in the next quarter to provide a platform and voice for community participants regarding the AA&I Plan.</p>
<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	<p>Continued use of programs such as the resilience project (Meredith and Teesdale Kindergartens) to connect and engage with children accessing funded Kindergarten services to ensure they have a voice, are represented and their experiences, dreams and vision is captured.</p>
<p>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>	<p>25% Complete</p> 	In Progress	<p>Health Wellbeing & Youth - Grant funding has been received for activities for 16 Days of Activism.</p> <p>A GE Champions model has been developed to build organisational capacity to ensure Council's obligations under the Gender Equality Act are met.</p>
<p>Promote and encourage activities that build awareness of gender diversity and support inclusion for LGBTIQA+ communities.</p>	<p>25% Complete</p> 	In Progress	<p>Health Wellbeing & Youth - A GE 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:



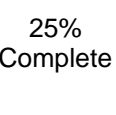
LIVEABILITY


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. 	25% Complete 	In Progress	<ul style="list-style-type: none"> Meredith-Shelford Road Stage 2: 90% complete. Reseal program scheduled 21st October. Paddys Gully Road commenced: 15% 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. Roads to Recovery program: Stage 3 Meredith-Shelford Road due to commence 21st October. LRCI Phase 1 and 2 programs continuing. Phase 3 funding to open in January 2022.

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 	25% Complete 	In Progress	Recreation team have prepared an annual trails implementation program, with delivery expected to commence in Q2. Focus on connecting pathways in Haddon and extension of trails in and around Ross Creek Recreation Reserve.
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. 	5% Complete 	In Planning	Footpath renewal program prepared with works and planned in 2nd quarter.
Investigate sites and options to provide or advocate for: <ul style="list-style-type: none"> Pedestrian crossings in townships 	25% Complete 	In Progress	<ul style="list-style-type: none"> Proposed pedestrian safety improvements to the roundabout at Milton and High Streets are at the design stage.


Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Safe road crossings at school/school bus drop-off points Shared paths and trails Footpath linkages Rural paths connecting townships, including further investigation of a Teesdale to Bannockburn path 			<ul style="list-style-type: none"> New Bus shelter was installed at school bus stop on Geelong Road, Bannockburn. Applications for speed limit reviews commenced with online engagement for Sebastopol-Smythesdale Road: 90 submissions were received.


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 Transport Trial was successfully extended until the end of the calendar year. Additional funding has been approved for the trial and current planning and frameworks are being undertaken within the Community Services directorate regarding service delivery.
Undertake a Shire wide transport study with the Department of Transport (subject to funding).	5% Complete 	In Progress	<p>Funding was secured from the Department of Transport to conduct a Shire-wide Transport Connections Study.</p> <p>A formal tendering process will be undertaken in Q2 to secure a transport consultant to deliver on the requirements of the transport study activities.</p> <p>The main body of work will be undertaken in Q3/Q4, with a draft report to be provided to DOT in Q4 for endorsement.</p>
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"> The Community Bus Trial was launched in July and extended until the end of the calendar year. The bus trial operating in the north into Ballarat and south into Geelong is funded by the Victorian Government and a sponsorship of the Buninyong & District Community Bank. Additional funding has been approved for the trial and current planning and frameworks are being undertaken within the Community Services directorate regarding service delivery.


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 	25% Complete 	In Progress	<ul style="list-style-type: none"> Works during Q1 include: <ul style="list-style-type: none"> Upgrades to Bannockburn Skate Park, Meredith BMX, Skate Park and Play Space Upgrade, Enfield and Garibaldi Play Space Upgrade. Implementation of Council's annual Trails, Open Space, Hard Wicket Replacement and Hard-Court Surface Programs as well as

Action	Progress	Status	Activities Undertaken
<p>the future decommissioning of play spaces at identified sites</p> <ul style="list-style-type: none"> Maintaining and strengthening relationships, collaborations and actively participating in regional and state recreational and sporting partnerships 			<p>implementation of Major Recreation Facilities Capital Program.</p> <ul style="list-style-type: none"> Reviewing Councils Fees and Charges for recreation and community facilities. Planning for implementation of 'Active Golden Plains'. Providing ongoing club and management entity support. Reviewing and updating site masterplans. Participating in regional forums including the G21 Sport & Recreation Pillar, Central Highlands Community of Practice and Victorian LGA COVID Working Group.
<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>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> Council have updated its 5-year capital project pipeline and tested this with Sport & Recreation Victoria. A future design project list has been created and is currently being actioned. Council have completed the Community Service Infrastructure Plan and have commenced discussions regarding a network of facilities which are sustainable and support community. A draft play space consolidation framework has been developed but is yet to be formally adopted.


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>10% Complete</p> 	In Planning	<p>Planning for the implementation of Active Golden Plains commenced, however no on the ground delivery has yet occurred as a result of the ongoing COVID-19 restrictions.</p>

Action	Progress	Status	Activities Undertaken
<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 Review and support food security programs, activities, spaces, and measures Supporting community projects that promote food security 	<p>10% Complete</p> 	In Progress	<ul style="list-style-type: none"> Child & Family Services - Dental Health and SunSmart engagement has been undertaken at Rokewood Kindergarten through Ballarat Community Health. Update of Active Play and Nutrition Policy. Health Wellbeing & Youth - 3 webinars were held on creating edible gardens to support access to affordable and nutritious food, with participation from 180 residents. The webinars have been recorded and uploaded to Council's website.
<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>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> In conjunction with the Community Partnerships Officer, the Arts & Culture team assessed 15 Arts and Culture grant applications for Council's Community Strengthening Grants Program. A participation plan was developed for Inverleigh Football Netball Club, with a focus on the development of female football initiatives. The plan was developed in partnership with AFL Barwon and Leisure Networks (Regional Sports Assembly). Council facilitated discussions between the Lethbridge Recreation Reserve and user clubs to implement a new management agreement, with the aim of activating the facility and improving governance operations. Several Management Entity AGM's have been chaired by Council, with support provided to encourage volunteerism and ensure equitable representation on committees and strategic planning remains the priority purpose of the groups. Council supported the development of the AFL Barwon Towards 2030 Regional Strategy and advocated for increased club development support in Golden Plains from the Sport Governing Body and Regional Sports Assembly.


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 	<p>20% Complete</p> 	In Progress	<ul style="list-style-type: none"> Development of a new Structure Plan for Smythesdale has commenced. The Bannockburn Growth Plan has been approved and incorporated into the GPPS.

Action	Progress	Status	Activities Undertaken
<p>Bannockburn Growth Plan including the South East Precinct Structure Plan</p> <ul style="list-style-type: none"> 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 			<ul style="list-style-type: none"> Further discussions have taken place regarding the progression of the Bannockburn South East PSP. DELWP have suggested a way in which amendment C92gpla could be approved rather than abandoned. Have sent out RFQ's for: <ul style="list-style-type: none"> Shire wide Housing Needs Assessment, Shire wide Strategic Bushfire Risk Assessment, Bannockburn town centre commercial rezoning, scoping phase of Development Contributions Project. Application was made through the VPA SFG program to prepare and implement a shire wide Settlement Strategy.
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>0% Complete</p> 	In Planning	<ul style="list-style-type: none"> The shire wide Settlement Strategy will consider character when looking at where and how we grow. Participated in the G21 Social Housing Forum and prepared a list of sites/land across the shire which may be able to be developed for or including social housing. Continue to advocate for social housing when considering land development.
Manage planning applications, subdivisions and implement planning controls in accordance with the Planning Scheme.	<p>25% Complete</p> 	In Progress	<p>Council determined 120 applications for the first quarter, valued at \$16,208,878.</p> <p>A total of 58 titles were issued through Land Victoria.</p> <p>The determination rate for Council was 61.7% within 60 days.</p>

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


Action	Progress	Status	Activities Undertaken
<p>Advocate for and provide new and upgraded infrastructure projects across the Shire including:</p> <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. 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> Continued participation in the G21 Transport Pillar and supporting the preparation of an Integrated Transport Plan for the region. Child & Family Services - Active participation in the Kindergarten infrastructure Services Planning (KISP) agreement with Department of Education and Training/VSBA. Nearing Sign off. Planning and building for the GPS Youth Hub continues and is almost complete. Work continues to provide community facilities that encourage participation and activate spaces. During this period Council has: <ul style="list-style-type: none"> Successfully sought funding for Leighdale Undercover Arena (\$318,000), Bannockburn Safety Nets (\$21,000) & Meredith BMX,

Action	Progress	Status	Activities Undertaken
			<p>Skate and Play Space Upgrade (\$420,000)</p> <ul style="list-style-type: none"> ○ Applied for Growing Suburbs Funding (\$4,404,683 towards \$4,864,683 TPC) ○ Completed detailed design for Linton Oval Upgrade ○ Completed Garibaldi Play Space Upgrade ○ Completed Lighting Upgrade on Bannockburn Soccer Pitch 2 ○ Completed Teesdale Don Wallace Facility Painting Upgrade ○ Replaced Centre Wickets at Shelford and Victoria Park (oval 2) ○ Updated Rokewood Recreation Reserve Masterplan ○ Commenced concept designs for Meredith BMX, Skate & Play Space Upgrade ○ Commenced Inverleigh Oval 2 and Woody Rec Lighting Upgrade Designs ○ Commenced construction on Golden Plains Youth Hub ○ Commenced Bannockburn Skate Park Upgrade ○ Completed designs for Enfield Play Space Upgrade and commenced works ○ Commenced construction of Lethbridge Cricket Net Upgrade ○ Commenced Ross Creek Play Space & Active Rec Upgrade ○ Commenced construction on Bannockburn Female Friendly Soccer Changerooms ○ Commenced Teesdale Don Wallace Kitchen Upgrade <p>• Implementation of Council's annual Trails, Open Space, Hard Wicket Replacement and Hard-Court Surface Programs has continued as well as implementation of Major Recreation Facilities Capital Program.</p>
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.	<p>0% Complete</p> 	In Planning	Child & Family Services KISP agreement prioritisation of infrastructure projects across GPS has been identified and concept planning meetings have commenced.
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.	<p>0% Complete</p> 	In Planning	<ul style="list-style-type: none"> • Considering 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


Action	Progress	Status	Activities Undertaken
			development in the context of the shire and the region.

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
<p>Provide and advocate for safe and attractive design to preserve and improve rural and urban character, including</p> <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. 	<p>20% Complete</p> 	In Progress	<p>A tree succession plan is being developed for Inverleigh that will aim to maintain the character of the township by replacing its aging Cypress trees. This project will involve detailed community engagement in Q2 to ensure residents have an opportunity to input into the plan.</p>

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>25% Complete</p> 	In Progress	<p>Council maintain and renew council assets throughout the municipality. We do this both reactively and with programmed works. We work together with the community to provide a high level of service and address any issues that are raised. We will continue to work with community and community groups to provide the safest and best assets we can.</p>

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
<p>Review and implement Council's Environmental Strategy 2019-2027, including:</p> <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 	<p>25% Complete</p> 	In Progress	<p>We're 2 years into an 8-year strategy.</p> <p>In 2021 we undertook a systematic review of all actions in the strategy to determine where we have completed items, where we're on track and where we need to undertake further work.</p> <p>Highlights of the work undertaken include pest plant and animal management, working with our partners in the Integrated Water Management Space and taking positive steps towards reducing our emissions and adapting to Climate Change.</p>
<p>Preserve and protect native vegetation and assess potential environmental impact of developments, including through appropriate land use planning, developer contributions and vegetation offsets.</p>	<p>25% Complete</p> 	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>

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



Action	Progress	Status	Activities Undertaken
<p>Implement initiatives to protect the cultural and natural heritage of Golden Plains Shire, including:</p> <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. 	<p>0% Complete</p> 		<ul style="list-style-type: none"> •

3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION

3.2.1 Provide sustainable and efficient waste management services.


Action	Progress	Status	Activities Undertaken
<p>Implement the Waste and Resource Recovery Strategy 2020-2030, including:</p> <ul style="list-style-type: none"> Responsive household waste collections services – garbage, recycling Consideration of organics / FOGO services Landfill management and rehabilitation Public/community litter bins and services. 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> We are 1 year into a 10-year strategy. The development of an Emergency Waste Management Plan (action to be completed by 2022) has been completed. 1/3 of actions in the waste strategy are communication actions. A waste communication plan has been developed to support the implementation of those actions. A tender was released for kerbside collection in collaboration with Surf Coast Shire and Borough of Queenscliffe. The tender includes potential new service options to transition the Recycling Victoria 4 bins services, which will likely be implemented during the new kerbside collection contract.
<p>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.</p>	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> On-going work with G21 Councils and Barwon Water on the development of the Regional Renewable Organics Network to process Food Organics and Garden Organics in the region. Collaborative work with G21 Councils on the feasibility study for the development of a regional hub (including a Material recovery Facility and Resource Recovery Centre). Collaborative work with Grampians Central West Waste Resource Recovery Group for the development of a regional Material Recovery Facility and Resource Recovery Centre in Ballarat.

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

Action	Progress	Status	Activities Undertaken
<p>Promote and review the use and accessibility of services at Council's transfer station.</p>	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> On-going monitoring of the use of the Transfer Station, with steady number of visitors on a weekly basis. (note: The Transfer Station was closed during 6 weeks during the first term of 21/22 due to COVID-19 state lockdown). On-going promotion of Rokewood Transfer Station on Council's website. Social post developed by Coms team to promote the use of the Transfer Station.
<p>Reduce illegal dumping and contamination of waste streams through the investigation of different approaches to prevention and enforcement.</p>	<p>10% Complete</p> 	In Progress	<ul style="list-style-type: none"> Illegal dumping signs have been developed and will be installed on illegal dumping hot spots across the shire. The development of a waste communication plan is in progress which will have a strong focus on reducing contamination in recycling bins.




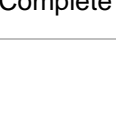
Action	Progress	Status	Activities Undertaken


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

Action	Progress	Status	Activities Undertaken
<p>Develop and engage with community and businesses on waste reduction strategies and responsible waste disposal options to:</p> <ul style="list-style-type: none"> • Increase recycling and reduce recyclables contamination • Curtail incidents of illegal dumping • Encourage appropriate disposal of hazardous materials 	<p>10% Complete</p> 	In Progress	Development of a waste communication plan which will support the implementation of the waste strategy.


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
<p>Undertake activities that reduce the risk of wildfires and flood events including:</p> <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. 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> • Ongoing collaboration with the CCMA on flood planning and management continues. • Ecological burn programs in Council reserves continue which have the secondary benefit of helping to reduce fuel loads. • Drainage program commenced with upgrading of open drains in road reserves. Drainage study underway for Common Road catchment to support safety audit works. Pre summer slashing program has commenced, including a trial of slashing gravel roadsides.
<p>Work with private landowners and businesses to educate and partner in appropriate and sustainable land management, agriculture and natural resource practices.</p>	<p>25% Complete</p> 	In Progress	<p>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.</p>
<p>Protect the health of waterways and facilitate sustainable water use through implementation of water security initiatives in the Environmental Strategy 2019-2027.</p>	<p>25% Complete</p> 	In Progress	<p>Ongoing work continues with the Barwon and Central Highlands Integrated Water Management (IWM) Forums.</p> <p>Council is leading a project with the Central Highlands IWM forum on Green Blue Infrastructure for small towns and the Barwon IWM forum has supported the application we're putting forward to DELWP for a IWM Plan for Bannockburn.</p>
<p>Undertake pest plant and animal management control programs and community education to</p>	<p>25% Complete</p> 	In Progress	<p>Worked with the Geelong Landcare Network to run a rabbit management workshop earlier this year. Following the success of that we've</p>


Action	Progress	Status	Activities Undertaken
target and reduce the prevalence of invasive species in natural systems.			put together a rabbit management strategy and rabbit management plan which along with directing Council's efforts, will be a publicly available resource to assist land managers.

3.3.2 Support and partner with the community on environmental initiatives.


Action	Progress	Status	Activities Undertaken
<p>Build the awareness and capacity of communities to respond to local environmental issues and to implement sustainable practices including:</p> <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 	<p>25% Complete</p> 	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
<p>Tackle climate change and its impact on health through:</p> <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 promote whole-of-community planning and engagement on mitigation / adaptation focused activities Investigate approaches to build community understanding and develop actions to prevent, prepare, respond and recover from the impact of climate change and extreme weather conditions including on health and wellbeing Promote, encourage and educate the community on healthy and sustainable food systems, production and practices. 	<p>30% Complete</p> 	In Progress	<p>Tackling Climate Change is an ongoing piece of work for Council.</p> <p>Council declared a climate emergency in July 2021 and agreed to work to form a Climate Emergency Plan. In addition, work to tackle Climate Change is being undertaken through mitigation measures (reducing our carbon emissions through the Victorian Energy Collaboration, solar installations etc) and adaptation measures (working to release the Regional Climate Adaptation Strategy for the Grampians and revegetation projects).</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	<p>Ongoing support for the Geelong Plus Community Solar and the continued roll out of Council sites into the VECO power agreement.</p>

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 	0% Complete 	In Planning	<ul style="list-style-type: none"> Child & Family Services - Planning for implementation of funded 3-year-old 2022 completed and enrolment confirmation and finalising staffing underway. Recruitment for Family Day Care Educators commenced.
Plan and advocate for infrastructure to support the introduction of 2 years of funded Kindergarten in 2022 (3- and 4-year-old).	0% Complete 	In Planning	Child & Family Services - Planning and projections for introduction of funded 3-year-old kindergarten from 2022 from 5 to 15 hours undertaken. Ready to commence from 2022 with review of planning for 2023 to be undertaken Q3.




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 		•
Provide and review the provision of fixed and mobile library services in partnership with Geelong Regional Library Corporation (GRLC).	0% Complete 		Work on this will commence later in 2021/22.
Collaborate with learning centres, local groups and activities to promote skill development opportunities including with Emergency Services, Mens Shed's and Interest Groups.	0% Complete 		•

Action	Progress	Status	Activities Undertaken
<p>Investigate partnerships with TAFE and higher education providers to service the Golden Plains Shire community, including:</p> <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 	<p>0% Complete</p> 		<ul style="list-style-type: none">

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
<p>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:</p> <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 	<p>0% Complete</p> 		<ul style="list-style-type: none">
<p>Support events and activities that promote, showcase and connect local businesses including:</p> <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 	<p>25% Complete</p> 	In Progress	<p>The Golden Plains Farmers' Market connects and showcases local business.</p> <p>Unfortunately, due to COVID lockdowns, Q1 markets in August and September 2021 were cancelled.</p> <p>Plans for future COVID Safe markets including the Twilight Market are well progressed.</p>
<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 	<p>0% Complete</p> 		<ul style="list-style-type: none">


Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Developing a database of all engaged businesses across the Shire 			

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.	0% Complete 	In Planning	<ul style="list-style-type: none"> Request for quote has been completed for a consultant to undertake the preparation of a Planning Scheme Amendment to rezone the Bannockburn Town Centre to Commercial in accordance with the Bannockburn Growth Plan. Officers are working closely with the proponent in anticipation of receiving an application to rezone land as an expansion of the existing Industrial Estate in Bannockburn.
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.	90% Complete 	In Progress	The Northern Streetscape Upgrade project has seen the development of the draft design framework be completed. This project will be presented to Council and advance to the second round of community consultation in Q2.

4.3.2 Identify and promote activities that attract visitation and tourism.


Action	Progress	Status	Activities Undertaken
Progress and explore actions of the Economic Development, Tourism and Investment Attraction Strategy 2022-2032 including: <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 	0% Complete 		<ul style="list-style-type: none">



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.	0% Complete 		•
Work with partners to deliver short term courses, internships and job training opportunities for ratepayers and residents, including promoting the use of Council facilities.	0% Complete 		•




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"> • Maternal and Child Health has engaged a Nursing engaged for 12+ months on a fortnightly roster. • Child & Family Services is focusing on retaining and opening opportunities for local residents to undertake placements at Council or private ECEC provided services within GPS. Social media and network promotion of ECEC training and study subsidies/grants available through DET. • Health Wellbeing & Youth are in the process of applying for funding that will provide job readiness opportunities to young people. • Council is putting a local lens on its job advertising and has more frequently used media channels which reach local residents (i.e., using Facebook and Golden Plains Shire Gazette) in addition to its posting on its careers website and Seek. • Council has partnered with GForce to hire a Customer Service Trainee with emphasis on targeting local residents. • Council has initiated discussions with Employment Facilitators of the Local Jobs Program for the Barwon Region (part GPSC). • Council is developing a Professional Experience Programs framework to support clarity around work experience, work placements, traineeships / apprenticeship requirements and as well government funded opportunities for

Action	Progress	Status	Activities Undertaken
			<p>people traditionally underrepresented in the workplace.</p> <ul style="list-style-type: none"> Council is mapping talent attraction material to position council as an employer of choice locally and allow for targeted marketing in schools/institutions.
<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>70% Complete</p> 	In Progress	<p>The digital hub has been installed and is now operational, with an online booking system also being trialled at this time.</p> <p>COVID-19 has had some impact on activation, but there has been regular use to date.</p>
<p>Strengthen communities and provide skill development and participation opportunities through delivery of Council's volunteer program.</p>	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> The Active Ageing and Inclusion volunteers have been on hold since 2020 due to covid restrictions and will receive a letter from Council outlining the requirement to be double dosed before commencing volunteering. Work commenced towards the re-establishment of the Active Aging and Inclusion volunteers during July and August 2021. This included the volunteers doing an update of their first aid qualifications. Volunteers Identification and Police Checks currency were also checked and updated. Only one module is now to be completed before the volunteers recommence volunteering; 'fleet refresher training'. However, before rescheduling of volunteers commences Active Aging and Inclusion volunteers will need to provide evidence of double vaccination. A new council volunteer program supported by the Community Partnerships Officer was developed and has commenced called Beautify Bannockburn. There are 6 community volunteers working every Friday morning doing general gardening tasks in the main street of Bannockburn. This volunteer program is managed by the Infrastructure team. Volunteers undertook a new volunteer induction training program before they commenced.

4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT

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


Action	Progress	Status	Activities Undertaken
Develop and implement the Economic Development, Tourism and Investment Attraction Strategy 2022-32 including actions that advocate for: <ul style="list-style-type: none">• State and Federal Government investment• Private business/industry investment• Innovative, new and value add practices	0% Complete 		<ul style="list-style-type: none">•
Advocate for improved digital connectivity for residents across the Shire including better access to the NBN and mobile telephone reception.	0% Complete 		<ul style="list-style-type: none">•
Seek to further develop and promote public/private partnership opportunities with businesses including Berrybank Windfarm.	0% Complete 		<ul style="list-style-type: none">•

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>25% 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 5, 2021), Engage e-newsletter (July, August and September 2021), Council News in the Golden Plains Times (12 issues), and Council News in local community newsletters (July, August and September). Council also launched the e-Gazette newsletter with the first issue in August and ran a campaign to encourage residents and ratepayers to sign up for the free e-newsletter. • Council published its Annual Report 2021/22, a detailed report of the operations and services of Council in the past financial year, as well as a strategic account of Council's achievements and challenges in 2021. • The Council stories communicated over this quarter include: openings of the Digital Hub at The Well in Smythesdale, opening of the Lethbridge Lighting and Irrigation project, opening of the netball courts at Inverleigh Sporting Complex, Community Strengthening Grants Round Two 2021, start of construction on the Bannockburn Skate Park upgrade, cat desexing program, start of construction on the new Paddy Gully's Road Bridge, opening of the Shelford-Mt Mercer Upgrade, Spring in the Shire photography competition, Golden Plains Stories: Community History Interactive Web Exhibition Project, Golden Growers program, Community Bus Trial launch and extension, COVID-19 Financial Hardship Policy 2021/22, and Climate Change Emergency declaration.

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>25% 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 the Draft Arts, Culture & Heritage Strategy 2022-2026, Municipal Public Health and Wellbeing Action Plan 2021-2025, Governance Rules amendments, Sebastopol-Smythesdale Road proposed speed change, Draft Long Term Financial Plan 2021/22 - 2030/31, Domestic Animal Management Plan 2021-2025, CCTV Steering Committee, Smythesdale Structure Plan and the adoption of the Road Management Plan 2021-2025. There was also a dedicated Council Meeting to hear verbal submissions on the Updated Draft Local Law and an online Councillor Conversation Post.



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"> Update of Governance Rules presented to October Council meeting. Continuing implementation of LGA 2020 requirements. Policy and procedure review project commenced.



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>25% Complete</p> 	In Progress	<p>Long Term Financial Plan developed covering 10-year period. Council adopted LTFP following public consultation process. The LTFP will be updated annually to incorporate any changes in the current climate and any new information impacting the plan.</p>

Action	Progress	Status	Activities Undertaken
<ul style="list-style-type: none"> Identification of additional sources of revenue and efficiencies 			
<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"> Completed x 2 Asset Management Plans (Buildings, Footpaths & Trails) All transport and drainage assets loaded into Assetic. The ongoing management and maintenance of Council facilities and infrastructure is occurring in accordance with scheduled programs including Council's annual Trails, Open Space, Hard Wicket Replacement and Hard-Court Surface Programs as well as implementation of Major Recreation Facilities Capital Program.
Further develop and implement Council's Risk Management Framework and ensure all key risks have been measured and adequately controlled.	<p>10% Complete</p> 	In Progress	Meetings with managers to populate and review Risk Register, risk assessment tool introduced.


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
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>0% Complete</p> 		<ul style="list-style-type: none">
<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 updates of the Customer Request Management System (CRMS) 	<p>15% Complete</p> 	In Progress	<ul style="list-style-type: none"> New Customer Property & Billing system (inclusive of Records Management) contract awarded and scoping phase underway. Aurion Payroll System in configuration and moving to testing phase. Security review in place with some enhancements activated.
Provide a suite of customer-friendly resources to inform and educate the community and	<p>0% Complete</p>		<ul style="list-style-type: none">


Action	Progress	Status	Activities Undertaken
build understanding of regulations, Council service requirements and processes.			


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

Action	Progress	Status	Activities Undertaken
<p>Implement People and Culture and organisational development activities, including:</p> <ul style="list-style-type: none"> • Workforce planning • Attraction and retention of employees • Upskilling and providing growth opportunities to staff • Further activities to embed and promote the organisational Vision and Values • Workplace Health and Safety procedures and wellbeing initiatives for a productive and healthy workplace • Regular staff workplace surveys 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> • A Learning & Talent Development Strategy was developed and endorsed in principle and will support initiatives being developed addressing Engagement and Recognition, Leadership Development, Staff training, Talent Management & Development. • The LMS Learning Achievement Management Platform (LAMP) was rolled out and is live with Compliance Training as the first focus of delivery. • Fraud Awareness training was completed by nearly 77% at the end of September 2021. • Council is preparing its Workforce Reporting Template to support its Gender Audit for delivery by 1 December and prior consultation to support its Gender Equality Action Plan (GEAP) in stage 2. • COVID-Safe plans were maintained and updated as required to ensure that Council maintained workplace obligations relating to COVID-19. • Council transitioned to a new WorkCover agent following the winding-down of the MAV self-insurance WorkCare scheme.

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.	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> • Child & Family Services - Engage and connect through Kindergarten volunteer parent committees (monthly) and MCH Parent support groups (mthly) to listen to and identify opportunities, areas of need, demand and gaps in access to services. • Health Wellbeing & Youth - connect with the Community Reference Group on a monthly basis to identify service provision needs at the GPS Youth Hub. • Planning of future service provision and infrastructure needs was a key focus Community Services and Infrastructure Plan work that was completed and provided to Council in August 2021. Options and discussions for the

Action	Progress	Status	Activities Undertaken
			submission of a Growing Suburbs fund application have been progressed with a proposal to be presented to Council in October 2021 for the Rokewood Community Hub.
<p>Lead and partner with community and stakeholders on advocacy campaigns, including through</p> <ul style="list-style-type: none"> • Scoping and development of priority projects • Seeking investment, funding and partnerships for identified community priorities • Representation on networks and regional alliances to connect on regional priorities (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 	<p>25% Complete</p> 	In Progress	<ul style="list-style-type: none"> • Council's lead advocacy publication, Priority Projects 2021, was updated to reflect secured commitments and new funding opportunities. • Council secured and announced Federal Government funding for the following projects: <ul style="list-style-type: none"> • Local Roads and Community Infrastructure (LRCI) Program (Phase 3): Meredith-Shelford Road Widening - Stage 4; Public Open Space Asset Removal; Bannockburn Bowls Club Sewer Connection; Lethbridge Lake Boardwalk Upgrade; Golden Plains Youth Hub; Meredith Interpretative Centre Septic System; and Meredith-Shelford Road Widening - Stage 5. • 2021/22 Black Spot Program: Upgrade to Craddocks Road in Smythesdale. • Council secured and announced Victorian Government funding for the following projects: <ul style="list-style-type: none"> ○ Lethbridge Cricket Net Upgrade ○ Community Events Grant ○ Victoria Park Ovals Safety Netting Project ○ Leighdale Equestrian Centre Upgrade



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