



COUNCIL PLAN 2021-2025

QUARTERLY PROGRESS REPORT
Q3 JANUARY – MARCH 2024

ACKNOWLEDGEMENT OF COUNTRY

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

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

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

Artwork: by Shu Brown



Y3 | 2023/24 PLAN

COMMUNITY '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	Y3 1.1.1 Education, programs, services and infrastructure to enable people to feel safe in their local communities including preventing and responding to family violence and improving mental wellbeing			75%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	<p>→ 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.</p>	<ul style="list-style-type: none"> Continued advocacy for the provision of health and wellbeing services across the Shire, with a specific focus on mental health support services, including the development of resources and community education about mental wellbeing and mental illness. Supporting the prevention of family violence, through external partnerships which support the prevention, response and support services and advocacy for improving an integrated response to support those experiencing family violence. Development of targeted programs to increase community participation in preventative screening. Development and launch of a social position statement that represents Council's stance on gambling harm minimisation for the Shire. 	<ul style="list-style-type: none"> Council officers continue to maintain a presence at the Bannockburn Farmer's Market to engage residents and raise awareness of overall health and wellbeing. Programs including the Edible Gardens Program, Reusable Products Rebate Program, and the Choose Water Everyday campaign, were widely promoted at the February and March markets. The successful Community Leadership Program continues its third iteration. Council's commitment to youth wellbeing is exemplified by the development of a Sensory Garden at the Youth Hub, designed and led by young people through the Vic Local Government Partnership (VLGP). Council officers working in Children's Services successfully organised activities for Children's Week, emphasising the importance of play and relaxation for children's well-being (focus: 'Children have the right to relax, play and take part in activities they enjoy'). Children's Week mindful movement sessions saw strong participation with 54 children engaging in the session. Council actively participates in knowledge sharing networks, as demonstrated by staff attendance at the Elder Abuse Community Practice Network meeting, focusing on preventative strategies and resources. A dedicated community event to raise awareness and educate on Elder Abuse is planned for Quarter 4. Maternal and Child Health services maintain vigilance by screening families for family violence and facilitating referrals to support services. Kindergarten educators play a crucial role in checking on family safety and wellbeing, with the Early Start Kindergarten program continuing to provide vital support for vulnerable families, currently serving nine families across the quarter. Referrals continue to be made to The Orange Door and Meli support services. Early Years social media and websites offer valuable resources to families navigating family violence situations. iCOPE screenings continue for all families to assist with identification and support of mental health concerns. iCOPE screenings effectively identified families requiring mental health support, resulting in 6 successful referrals across the reporting period. Maternal and Child Health services screen all mothers at the 4-week Key Ages and Stages Visit, resulting in 6 successful referrals. In partnership with Breast Screen Victoria, a dedicated Breast Cancer screening event was held in March in recognition of International Women's Day. The investigation surrounding the need for a Gambling Harm Reduction Policy has commenced, with further work planned for Quarter 4. 	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	<p>→ Maintain and monitor public spaces and infrastructure following the recommendations from the CCTV Steering Committee, to enable community safety and to target illegal and dangerous activities surrounding, dumping, vandalism and property damage.</p>	<ul style="list-style-type: none"> Consider the case-by-case basis the installation of surveillance cameras that record at Council managed buildings with a history of vandalism. Ensure assets are built and/or retrofitted (when replacement required) in areas where a history of damage has occurred with more durable equipment and hardware to prevent further damage or destruction to Council assets. Continue to develop a proactive relationship with local Police and external agencies through the funded Crime Prevention program, including working with young people to identify ways to reduce antisocial behaviour in the shire. 	<ul style="list-style-type: none"> Internal surveillance cameras are in operation at the Bannockburn Cultural Centre following incidents causing damage and vandalism in recent years and alarms are in operation at number of Council facilities. All incidents of damage are reported to Victoria Police with recent vandalism occurring at Bannockburn Heart and Turtle Bend Reserve. Installation of duress alarms has occurred at Council Customer Service facilities at The Well and GPCCC and a Procedure and staff training are being implemented by the Customer Experience team. Other measures to address safety have included beautifying and improving access to social areas in and around community centres and public recreation spaces, improved locks on bins, doors, gates, storage areas and external/sensor lighting on buildings. The planning and delivery of all new and upgraded infrastructure includes the principles of both Universal Design and Crime Prevention through Environmental Design. Encouraging greater utilisation, active surveillance and community ownership also plays a part in reducing incidents and anti-social behaviour. 	75%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	<p>Y3 1.1.2 Leadership and advocacy to build strong, safe and resilient communities</p>			85%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	<p>→ Continue to implement and update plans and communications that build resilience and support communities.</p>	<ul style="list-style-type: none"> Review and prepare an update of the Golden Plains Municipal Emergency Management Plan. Implement the recently adopted Golden Plains Fire Management Sub-Plan. Educate, seek compliance and enforce under Council's Local Laws. Implement actions under the Domestic Animal Management Plan. 	<ul style="list-style-type: none"> Across Year 3 of the 2021-25 Council Plan, Council officers continue to work with the community and agencies to undertake the following actions: <ul style="list-style-type: none"> Commence review of the Golden Plains Municipal Emergency Management Plan with our partner agencies. Implement the Golden Plains Fire Management Sub-Plan. Educate, seek compliance and enforce under Council's Local Laws. Implement actions under the Domestic Animal Management Plan. Organise and contribute to community resilient events. 	80%
1.1 SAFE, RESILIENT AND PROUD COMMUNITIES	<p>→ Partner with community safety stakeholders including Victoria Police, SES and CFA, to advocate, communicate and promote community safety infrastructure and activities.</p>	<ul style="list-style-type: none"> Continue to work Emergency Management agencies to assist and help prepare our residents in case of an emergency. Advocacy for improved police response times across the municipality, including Bannockburn Police Station changed to a 24-hour Police Station. 	<ul style="list-style-type: none"> To support ongoing recovery efforts following recent events, a Senior Community Development Officer (Recovery) commenced in January. Recovery to Resilience Programs are planned for Teesdale, Shelford, and Inverleigh, focusing on building community strength and preparedness. Planning has been finalised with sessions to be delivered in May and June. Council continues its collaborative efforts with the State Emergency Service (SES) on the planning and development of a new \$7 million SES station in Bannockburn. This project will enhance emergency response capabilities in the region. Council has signed a lease agreement with the Country Fire Authority (CFA) to facilitate the planning process for a new fire station on council-owned land in Dereel. This new facility will improve fire protection services for the Dereel community. 	90%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	<p>Y3 1.2.1 Promote and connect to our indigenous heritage and the traditional custodians of Golden Plains</p>			75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.2 CELEBRATING AND CONNECTING COMMUNITIES	<p>→ Implement actions result from the Reflect Reconciliation Action Plan (RAP).</p>	<ul style="list-style-type: none"> Undertake a desktop review of the current Reflect RAP to determine next steps in Council's Reconciliation Journey (February 2024). Continue to undertake monthly consultation sessions (8) with Traditional Owner groups across the next 12 months. Actively participate in Local Networking Groups with Other LGAs across Wadawurrung, Gulidjan and Easten Maar Country. Deliver activities in National Reconciliation Week (NRW) and NAIDOC Week. Review of Kindergarten services RAP and seek engagement and support from Wadawurrung surrounding professional development and training of educators. 	<ul style="list-style-type: none"> Three subcommittees (Embedding Cultural Values, RAP Review, and Staff Engagement) established from the broader Reconciliation Action Plan working group convene monthly to finalise actions identified in the previous Reflect Reconciliation Action Plan (RAP). These actions will be selectively carried forward as the Council transitions to the Innovate RAP, signifying the next stage in our Reconciliation journey. Council officers are currently undertaking a comprehensive analysis of data and actions undertaken under the Reflect RAP. This analysis will inform recommendations presented to the Senior Leadership Team and Council regarding the organisation's future reconciliation journey. Council officers are collaborating to develop promotional materials for the RAP. This includes facilitating regular opportunities for consultation bookings with Wadawurrung Traditional Owners Aboriginal Corporation and sharing relevant resources with all staff. To assess staff's cultural awareness, a survey was completed in late March. with survey analysis to commence in April. The Maternal Child Health teams conducted a valuable Walk on Country with Wadawurrung Traditional Owners Aboriginal Corporation in February, and a Cultural Education Session open for all staff is scheduled for April. 	75%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	<p>Y3 1.2.2 Recognising the rich history and artistic potential of Golden Plains Shire</p>			75%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	<p>→ Continue to provide and seek opportunities for participation and engagement in Arts, Culture and Heritage.</p>	<ul style="list-style-type: none"> Develop, deliver and evaluate the Golden Spaces Exhibition program (June 2024). Establish and Launch the Golden Plains Stories website. Continue to deliver the Creative Workshop Program (6 sessions) with Geelong Regional Libraries (June 2024). Coordinate and Deliver the Annual Spring in the Shire Photography Competition (December 2024) Implement recommendations from the Public Art Scoping Desk Top Audit and undertake planning for the development of a Public Arts Policy and Strategy for FY 24/25 (June 2024). Continue to support community identified and led arts, culture and heritage initiatives (June 2024). 	<ul style="list-style-type: none"> Local curators have been appointed to deliver the inaugural Golden Spaces Exhibition program launch at the Bannockburn Cultural Centre in June 2024. Development of the Golden Plains Stories website continues. The "Take Part Local Art" creative workshop program delivered its second successful workshop in March, coinciding with the Farmers Market, in partnership with Geelong Regional Libraries. The "Spring in the Shire" competition exhibition continues at the Bannockburn Cultural Centre and will travel to The Well in May. Development of the Public Arts Assets Policy and Strategy has been temporarily paused due to resourcing constraints. The project is expected to recommence in July. Council continues to support community networking needs with the establishment of a Network of Historical Societies driven by local organisations across the Shire. The next meeting of this group will be held in May. To further enhance networking opportunities, Council will be undertaking an Expression of Interest process to select facilitators for programs connecting organisations across the Shire. These programs will focus on specific areas like craft, small halls, and contemporary art practices, in addition to the existing historical network. 	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.2 CELEBRATING AND CONNECTING COMMUNITIES	<p>↳ Implement actions arising from the Arts, Culture and Heritage Strategy by delivering on Arts programs that align with the strategy.</p>	<ul style="list-style-type: none"> • Successfully establish the Arts, Culture and Heritage Advisory Committee to Council (December 2023). • Undertake a cultural and creative survey and establish a Cultural and Creative practitioners database (October 2023). • Develop and implement an industry Standard Evaluation Framework to measure to plot short term, medium and long term goals (May 2024). • Develop and annual Arts Culture and Heritage Reporting publication to share information on the delivery of outcomes against the Arts Culture and Heritage Strategy with community (March 2024). • Deliver initiatives that address community needs and actions under the strategy. 	<ul style="list-style-type: none"> • Council officers are currently developing a progress report on the Arts, Culture and Heritage Strategy for the past two years. This report will incorporate findings and recommendations from the recent Creative Ecologies Mapping and Survey completed in August 2023. Both the updated strategy and a dedicated Creative Ecology Report will be shared with the community in June 2024. • In March 2024, Council hosted a successful "Making Change Arts Strategy" event at the Bannockburn Council Chambers. This event focused on exploring sustainability and practical models for arts organisations. The event attracted 40 attendees from across the region and featured informative presentations and advice from representatives of Creative Victoria and Regional Arts Victoria. 	75%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	<p>Y3 1.2.3 Supporting events and activities across the Shire to bring communities together and promote participation</p>			75%
1.2 CELEBRATING AND CONNECTING COMMUNITIES	<p>↳ Provide and enable opportunities for community to build social connection and encourage and foster local talent through community events, festivals, celebrations and activities.</p>	<ul style="list-style-type: none"> • Successfully deliver the monthly farmers market program (11) from July 2023 - June 2024 (excluding January 2024). • Successfully deliver the Twilight Market Event (December 2023) • Deliver a suite of programs and events which fosters local talent and connection of young people across the municipality. 	<ul style="list-style-type: none"> • Council successfully hosted two well-attended Farmers Markets this quarter, held in February and March. <ul style="list-style-type: none"> • February Market: Featured 42 stallholders and attracted over 700 attendees. Community stallholders included representatives from the Lions Club of Bannockburn, Shelford Duck Race, Hesse Rural Health Services, Sustain - The Australian Food Network, the Council's Community Health and Wellbeing team, and the Community Inclusion team (promoting Community Vision engagement). • March Market: Saw participation from 45 stallholders and welcomed over 618 attendees. Community stallholders included representatives from the Country Fire Authority (CFA), Inverleigh RSL, Bannockburn Community Coordinators, and the Council's Community Inclusion team (promoting Community Vision Refresh engagement). 	75%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	<p>Y3 1.3.1 Empower and build the capacity of residents and groups to get involved and contribute to communities</p>			75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	→ Continue to provide and link community volunteers to support, funding opportunities and networks.	<ul style="list-style-type: none"> Deliver 2 rounds of the Community Strengthening Grant Rounds and report on the number of Community Strengthening Grants awarded, including total monetary value and geographical spread of projects. Deliver 1 Berrybank Windfarm Community Grants and report on the number of Berrybank Windfarm Community Grants awarded, including total monetary value and geographical spread of projects. Review and report developed on utilization of Grant Guru over a 12 months period December 2023. Undertake a review of Council Grant Programs to identify key areas of improvement, December 2023. Implement recommendations from Review of Council Grant Programs June 2024. 	<ul style="list-style-type: none"> A comprehensive review of Council's Community Grants Programs was completed in February. The resulting report, presented to the Senior Management Team, outlined recommendations for future program delivery, aiming to optimise their effectiveness in supporting the community. Council also proposed a set of recommendations for the Berrybank Wind Farm Community Grants Program. These recommendations were well-received and subsequently approved by Berrybank Wind Farm in March 2024. The program guidelines have been updated to reflect these enhancements. Council officers conducted a thorough review of the GrantGuru system and compared it to other service providers. The evaluation concluded that GrantGuru offers a superior suite of features, making it the most suitable system for managing Council's grant programs. 	75%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	→ Implement the Community Planning Program and deliver six community plans each year.	<ul style="list-style-type: none"> Development and launch of the Community Online Directory by October 2023. Finalise the Community Planning Program toolkit and resources and ensure availability to communities on Councils website September 2023. Continue to support community capacity building through a minimum of 6 training and development opportunities across the financial year. Evaluate and report on the delivery of the Community Planning Program Action Plan 2021-2024. 	<ul style="list-style-type: none"> The community online directory was successfully launched in February and is now live, with an initial signup of 50 participants. Council officers have finalised the Community Planning Program toolkit and resources, making them readily available for community use on the Council website. Consultants are currently collaborating with Council officers to support six towns participating in the Community Planning program. This collaboration aims to assist them in finalising and presenting their plans to their respective communities. A concise infographic report or presentation summarising the Community Planning Action Plan (CPAP) is being developed by Council officers for an upcoming Councillor briefing. Completion is anticipated by the end of 2024. 	75%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	Y3 1.3.2 Provide and activate spaces and develop opportunities for communities to connect and participate			75%
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	→ Promote participation and community activities through the provision of a network of fit-for-purpose Council facilities.	<ul style="list-style-type: none"> Review and implement policies that promote access to the activation and utilisation of community facilities. Deliver maintenance checks and works to ensure facilities are fit for purpose. Undertake a data collection and analysis to inform assessment of future community facility needs or rationalisation. 	<ul style="list-style-type: none"> Implementation of Council's proactive maintenance program continues with positive progress. Programming for major facilities, funded through the 'Majors Facilities' budget line, has been completed. Development of maintenance programs for reserve and public hall facilities is also nearing completion. Works completed include: <ul style="list-style-type: none"> External and internal painting of Bannockburn Victoria Park (oval 2) changerooms and pavilion. External painting of Woody Yaloak Recreation Reserve (Stage 1). Public toilet painting upgrades in Meredith. Bunjil/Maude Lookout Water Connection completed. Ross Creek Court and property boundary drainage improvements. Woody Yaloak Equestrian Centre internal road upgrade. 	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.3 COMMUNITY PARTICIPATION, ENGAGEMENT AND OWNERSHIP	<ul style="list-style-type: none"> → Support and empower community volunteers and committees in managing public spaces/ places and accessing funding opportunities. 	<ul style="list-style-type: none"> Lead and deliver Consumer Affairs Training Program for council delegated management entities. Continue to support community volunteers in the maintenance and enhancement of open spaces and streetscapes. 	<ul style="list-style-type: none"> In collaboration with our Regional Sports Assemblies (Leisure Networks and Sports Central), Council officers are developing and delivering training on Governance and Incorporated Associations specifically for local management entities and clubs. These sessions, scheduled for Quarter 4, will be held in both Bannockburn and Smythesdale with an additional online option for wider accessibility. The following open space projects were completed or significantly advanced during the reporting period: <ul style="list-style-type: none"> Bannockburn Recreation Precinct - Stage 2: Completion of Stage 2 signifies significant progress on the development of this key community facility. Bruce's Creek Viewing Platform: This new viewing platform enhances opportunities for residents and visitors to enjoy the natural beauty of Bruce's Creek. Leigh River Reserve Lookout: The completed lookout provides a scenic vista of the Leigh River Reserve, adding to the recreational value of the area. Edinburgh Reserve Upgrade: Upgrades to trail connections and street furniture within Edinburgh Reserve improve accessibility and usability for the community. Lethbridge Lake Public Toilet Upgrade: Fabrication of the toilet structure at Lethbridge Lake is complete, with installation scheduled for Quarter 4. Councils Environment and Open Space Maintenance teams provided support to: <ul style="list-style-type: none"> Batesford Landcare Group with weed control and planting projects at Moorabool Reserve. Linton Progress Association: Edinburgh Reserve maintenance and planning for future works to adjacent creek site. Bannockburn Beautification streetscape gardens assistance with watering, plant supply and species selection advice; Ross Creek Landcare Group with ecological burns, weed control. Turtle Bend and The Bannockburn Heart ongoing rectification of vandalism and removal of graffiti to picnic area assets; delivering on key Moorabool River Reserve Master Plan actions - sought and awarded funding to progress the Moorabool River Reserve Master Plan to 'shovel ready'. Greenlinks State Government funding to progress weed removal and control at the Moorabool River Reserve; Kitjarra-dja-bul Bullarto langi-ut funding to prepare a site management plan that integrates Traditional Owner values and management techniques, and Kitjarra-dja-bul Bullarto langi-ut funding to progress the design and documentation of key access and community assets within the reserve. Ongoing maintenance of the Rail Trail, playgrounds, and sporting precinct ovals. 	75%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	<ul style="list-style-type: none"> Y3 1.4.1 Value and provide inclusive opportunities for residents of all ages, genders and abilities to meaningfully participate in community life 			73%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	<ul style="list-style-type: none"> → Continue to deliver on the actions from the Active Ageing and Inclusion Plan 2020-2024. 	<ul style="list-style-type: none"> Complete any outstanding actions in the 2020 - 2024 Active Aging and Inclusion Plan and initiate development of final report. Develop project plan to deliver the new Active Aging and Inclusion Plan. Recruit and onboard Active Aging and Inclusion Advisory Committee members. Recruit and onboard to internal Active Aging and Inclusion working group. 	<ul style="list-style-type: none"> The AA&I (Active Ageing & Inclusion) Advisory Group met on Thursday, 22 March, with three attendees present across both Smythesdale and Bannockburn locations. The Have Your Say consultation for the development of the Disability Action Plan 2025-2029 (DAP) launched on Friday, 22 March. This consultation process aims to gather valuable feedback from the community to inform the development of the plan. At the end of the Quarter 3 reporting period 40 surveys have been received, alongside valuable feedback collected during the Community Vision 2040 (CVR2040) workshops. A draft Disability Action Plan will be finalised and presented to Council for consideration in June. Review of the current Disability Action Plan is scheduled to commence in the next quarter. Planning for the 2024 International Day of People with Disability (IDPWD) event in December has commenced. 	75%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	<ul style="list-style-type: none"> → Demonstrate leadership on gender equity and promote respectful relationships. 	<ul style="list-style-type: none"> Continue to deliver partnerships, programs, activities, spaces and education through the implementation of the Gender Equality Act 2020. Build capability of internal Gender Equality Champions. Implement an internal program to undertake Gender Impact Assessments across Council Business Units. 	<ul style="list-style-type: none"> An internal review of the Council's Gender Equality Champions program is currently underway. This review will inform efforts to further embed Gender Impact Assessments (GIAs) within the Council's operations. The findings, along with recommendations for GIA implementation, will be presented to the Senior Management Team in June 2024. Council officers are actively researching strategies to improve the integration of Gender Impact Assessments (GIAs) across all Council business units. This includes collaborating with and learning from Mitchell Shire's successful GIA application. Due to ongoing research, the presentation of this work to the Senior Management Team has been rescheduled to June 2024 (originally planned for March 2024). Council remains committed to fostering gender equality within the organisation. This commitment is evidenced by: <ul style="list-style-type: none"> Staff training: Equipping staff with the knowledge and skills to advance gender equality within their roles. Recruitment practices: Ensuring a balanced gender representation in the recruitment process. Communication and policies: Utilising gender-neutral language in all official communications, policies, and procedures. 	65%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	→ Promote and encourage activities that build awareness of gender diversity and support inclusion for LGBTQIA+ communities.	<ul style="list-style-type: none"> Implement recommendations from Council's Rainbow Ready Audit. Develop an LGBTQIA+ action plan. 	<ul style="list-style-type: none"> An observance days calendar highlighting key LGBTQIA+ events has been developed to guide internal and external communications. This calendar is visually promoted alongside information on relevant flags and building lighting initiatives. Council's Gender Equity Action Plan (GEAP) underwent a successful audit review in February 2024, with no issues identified. Council is committed to building a workplace that celebrates diversity and inclusion. This is achieved by: <ul style="list-style-type: none"> Utilising our Learning Management System (LMS) platform to provide ongoing educational resources on diversity and inclusion topics. Offering confidential support and resources through our Employee Assistance Program (EAP). Maintaining up-to-date policies and procedures that promote a fair and inclusive work environment. Regularly sharing information and updates through our internal communications platform. Utilising a multi-channel approach to promote Council events internally and externally. This includes social media platforms, website news stories, media releases, and traditional media outlets like the GP Times (hard print) and The Gazette (electronic and printed editions). 	75%
1.4 VALUING COMMUNITY DIVERSITY AND INCLUSION	→ Realise and promote the potential of young Golden Plains Shire residents.	<ul style="list-style-type: none"> Delivery of programs at the Golden Plains Youth Hub including partnership development for new service provision. Development and implementation of a program of Shire-wide youth activities and events. Delivery of the Youth Development Action Plan. Development of the Municipal Early Years Plan and implementation. Continuous engagement between the Active Ageing and Inclusion and Health, Wellbeing and Youth teams to ensure access and support to families and children across the early years programs is provided. Identify inter-generational program opportunities. Support programs and activities that reduce the effects of climate change on positive health outcomes. 	<ul style="list-style-type: none"> The Youth Development Team successfully engaged a total of 227 young people during the reporting period through various programs and events. <ul style="list-style-type: none"> 64 young people participated in a range of excursions and centre-based programs during the summer school holidays. The Paintball excursion attracted the highest number of participants, with 19 young people. Council provided transport with pick-up points at various partnership locations facilitated program accessibility. 85 young people participated in ongoing Youth Hub programs throughout the school term, including Y-Art and Drop-In sessions. Two FReeZA meetings were held, with a total of 17 participants. Six Youth Council meetings (five in Bannockburn and one in Smythesdale) saw participation from 61 active members. The Youth Development Team actively promoted FReeZA and Youth Council during the Community Vision Refresh consultations at the Inverleigh Daschund Derby and the Bannockburn Farmers Market, engaging over 100 young people. In partnership with Bannockburn Secondary College, the Youth Development Team facilitated participation from 90 students in the Community Vision Refresh consultation. An additional nine students from the college were engaged in the lead up to and during a Community Vision Workshop, with transport provided by Council. Council's Children's Services team delivered the "Move Your Way Baby Steps" program. This six-week program (March-April 2024) offered multiple sessions of Yoga, Mat Pilates, and Baby Sensory, aimed at improving mental and physical well-being for parents/caregivers and fostering social connections. Children's Services continues its collaborative efforts with the Community Development Team to promote Council services and activities for families and children. This includes initiatives such as promoting breastfeeding-friendly environments in public buildings, healthy eating campaigns, and ongoing updates to the Municipal Health and Wellbeing Plan. Council's commitment to promoting positive health outcomes through climate-friendly practices is exemplified by the Reusable Products Rebate Program, concluding on June 30, 2024, or upon exhaustion of allocated funds. 	75%

LIVEABILITY '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	Y3 2.1.1 Maintaining and improving our road and bridge networks			75%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ Advocate for further investment in roads infrastructure.	<ul style="list-style-type: none"> Continue to advocate for VicRoads projects, Black Spot funding, Regional Roads Victoria and other funding opportunities. Advocate for improvements/ duplication of the roads from Bannockburn to the Geelong Ring Road. Deliver of road safety improvements Sebastopol-Smythesdale Road, through the Local Roads and Community Infrastructure Program. Deliver on various drainage projects through the Local Roads and Community Infrastructure Program including Common Road Inverleigh, Glen Avon Road, Bannockburn and Lowndes Road, Bannockburn. Widening of Kopkes Road, Haddon and Mt Mercer Road, Dereel through the Roads to Recovery program. 	<ul style="list-style-type: none"> An application for Black Spot funding was submitted this reporting period. Council can expect notification regarding the application's success in Quarter 4. The proposed works include upgrades to Slate Quarry Road and Gumley Road. Due to recent Department of Transport (DTP) restructuring, Council officers were unable to meet with DTP representatives this quarter to advocate for improvements/duplication of roads leading from Bannockburn to the Geelong Ring Road. Council will continue pursuing this initiative. Road safety improvements to Sebastopol-Smythesdale Road are planned for the fourth quarter, funded through the Local Roads and Community Infrastructure Program (LRCI). The widening of Kopkes Road, Haddon is complete. These works were funded through the Roads to Recovery Program. The design for Mt Mercer Road, Dereel is complete. Construction is scheduled for the 2024-25 financial year, with funding coming from the Roads to Recovery program. Installation of culverts across Meredith-Shelford Road is scheduled for the fourth quarter to complete this project. Funding is provided through the Roads to Recovery program. Widening of Slate Quarry Road, Meredith has been completed in Quarter 3, funded under the LRCI phase 4 program. Flood studies for drainage projects in Inverleigh and Bannockburn have been completed in Quarter 3. Further modelling and functional design are planned for Quarter 4. Residents will continue to receive updates on the project's progress. 	75%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ Implement Council's road and bridge upgrade programs.	<ul style="list-style-type: none"> Deliver Milton Street kerb and channel, drainage and carpark improvements. Deliver Haddon School Road - Racecourse Road intersection upgrade. Deliver Henderson Bridge, Bamganie bridge replacement. Installation of guard rails and bridge renewal from condition inspections as per the Bridge Renewal Program. 	<ul style="list-style-type: none"> Milton Street Kerb and Channel and Haddon School Road Intersection: Planning for the delivery of these capital program projects is ongoing. Design work for both Milton Street Kerb and Channel and the Haddon School Road Intersection is currently underway. Tendering for the projects is anticipated in Quarter 4. Hendersons Road Bridge, Bamganie: A successful funding application was submitted through the Bridge Renewals program for the Hendersons Road Bridge in Bamganie. Following positive notification on the application, the project was tendered, awarded, and construction commenced in Quarter 3. Bridge Renewals 2024-2025: A new funding application was submitted in Quarter 2 for bridge renewals planned in the 2024-2025 financial year. These bridges are located on Wurrook Road, Rokewood and Wilgul-Werneth Road, Werneth. Awaiting notification on the application's status. Bridge Condition Assessment: The scheduling of bridge condition assessments has been revised to take place in the 2024-2025 financial year. 	75%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	Y3 2.1.2 Advocate and plan for safe pedestrian, cycling and recreation paths and trails that reduce reliance on vehicles			75%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ Continue to priorities and implement path and trail improvements to promote safe, active transport.	<ul style="list-style-type: none"> Preparation of path assessment to identify off-road cycling and walking options. Implementation of recommendations from Councils Tracks and Trails Strategy. Design and delivery of new footpaths in townships as per 2023/24 capital works program. Maintenance of Council's network of footpaths and trails, including the paths constructed from concrete, asphalt and gravel including all signage, drains and bollards. 	<ul style="list-style-type: none"> Following a public exhibition period and careful consideration of community and stakeholder feedback, the final Tracks and Trails Strategy was adopted in February. To support the activation and increased use of Council's trail networks, development of promotional materials and trail maps has begun. These resources will benefit both the Council and the community by encouraging trail utilization and assisting users in selecting trails appropriate for their needs. With the Strategy's adoption, officers have commenced planning for the final expenditures of the 2023/24 Trails budget. Project implementation is anticipated in Quarter 4. New footpath upgrades have been completed in Bannockburn. Additionally, footpath maintenance programs have been finalised in Teesdale, Inverleigh, Bannockburn, Lethbridge, Linton, and Enfield. Ongoing monitoring of recreational trails continues, addressing issues such as missing bollards and surface conditions. Additionally, promotional activities to activate the Ballarat-Skipton Rail Trail are in progress. 	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ Investigate sites and advocate options to allow safe pedestrian, cycling and recreation paths and trails.	<ul style="list-style-type: none"> Development and implementation of Footpath Strategy 2023-2033. Investigate and advocate for pedestrian crossings in townships, including safe road crossings at school and school bus drop-off points and shared paths and trails. Explore rural paths connecting townships, including further investigation of a Teesdale to Bannockburn path. 	<ul style="list-style-type: none"> The community consultation period for the Footpath Strategy 2023-2033 concluded in Quarter 2. Preparation of the draft report commenced in Quarter 3, with public engagement on the final plan anticipated in Quarter 4. While funding applications submitted through the Transport Accident Commission (TAC) for pedestrian crossings in Smythesdale, Inverleigh, Rokewood, and Teesdale townships were unsuccessful, installation of crossings in Rokewood and Teesdale remains on track for Quarter 4. Pedestrian crossings identified within the Northern Streetscape concept plans will be considered as part of the detailed design documentation and community and stakeholder engagement process. The Department of Transport will be collaborating with Council to identify road safety projects in Quarter 4. Following its endorsement by Council in February 2024, the Tracks and Trails Strategy is now moving forward. Development of a promotional brochure (both print and digital formats) is underway to showcase Golden Plains' extensive network of tracks and trails. 	75%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	Y3 2.1.3 Continue to advocate and explore transport options across the Shire			75%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ Advocate to State and Federal Governments for improved public transport infrastructure and connected services.	<ul style="list-style-type: none"> Continued advocacy for the extension of Ballarat's public bus network to townships in shire's north including Smythesdale, Smythes Creek and Haddon. Continued advocacy for a more frequent bus services on the Geelong bus network from the city to the growing towns of Bannockburn, Inverleigh and Teesdale. Continued advocacy for the reinstatement of passenger rail from Bannockburn to Geelong. 	<ul style="list-style-type: none"> Council remains committed to advocating for the reinstatement of passenger rail services between Bannockburn and Geelong. Following the cancellation of the Commonwealth Games, the joint Project Working Group (PWG) established by Councils and the Committee for Ballarat has been discontinued. Council is maintaining ongoing communication with both State and Federal representatives to advance this important initiative. 	75%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	→ Implement recommendations from the Shire wide Department of Transport Study.	<ul style="list-style-type: none"> Explore funding opportunities to progress the recommendations as identified within the Department of Transport Study report received in the 2022/23 reporting period. 	<ul style="list-style-type: none"> The review of action items identified in the Department of Transport's (DoT) Connections study is ongoing. A report outlining findings and recommendations specific to community bus services will be presented to the Senior Management Team (SMT) in the Quarter 4 reporting period. In conjunction with the development of Disability Action Plan 2025-29, Community Vision Refresh and Council Plan 2025-29, efforts to identify and prioritise further public transport advocacy initiatives will continue. 	75%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	Y3 2.2.1 Provide, maintain and advocate for sustainable and accessible facilities that promote and enable healthy recreation, physical activity and social connection			75%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	→ Continue to progress Council's Play Space and Sport and Active Recreation Strategies.	<ul style="list-style-type: none"> Develop a Service Level Provisions Plan and Priority Project Assessment Tool. Continue to seek funding for recreation and community projects that have been identified for implementation. Consider sites for future Play Space upgrades and further consult regarding the future decommissioning of play spaces. Continue to maintain and strengthening relationships, collaborations and actively participating in regional and state recreational and sporting partnerships. 	<ul style="list-style-type: none"> Council officers have successfully implemented the Play Space Strategy with the recent completion of the Lethbridge Play Space upgrade. This \$400,000 project, co-funded by a \$200,000 State Government Living Local grant, features a new nature play area and social infrastructure elements. Planning for the future development of both play space and youth recreation areas (BMX/Skate) at Turtle Bend Reserve in Teesdale is underway. An extensive community consultation process was conducted in early 2024, reaching over 12,000 people. The process included site meetings, school workshops, and an online survey, resulting in 111 valuable submissions to guide the development of the Teesdale Turtle Bend Recreation and Events Space Concept Design Plan. Construction has commenced on the "Inverleigh Active Youth Space", featuring a new 3x3 Hustle Basketball Court and BMX/Pump Track alongside an upgraded Skate Park. Contractor appointments have also been finalised for the development of the Bannockburn Skate Bowl, with construction scheduled to begin in mid-2024. Council officers are actively participating in regional "Change Our Game" workshops to advance the development of a "Fair Access Policy". This draft policy, scheduled for presentation to Council in April 2024, aims to ensure equitable access to sporting facilities for women and girls. Adoption of such a policy by July 1, 2024 is a mandatory requirement for future State Government sport and recreation funding. Local workshops targeting clubs and management entities will be facilitated in Quarter 4 to prepare for implementation and embed the six "Fair Access Principles" into practice. 	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	<p>→ Prioritise, advocate and plan for upgrades, new community recreational facilities and rationalisation of existing facilities.</p>	<ul style="list-style-type: none"> Identify facilities that may be appropriate for funding opportunities in alignment with the principles in the Play Space Strategy, Sport and Active Recreation Strategy and Community and Social Infrastructure Plan. Consider Growth planning and future provision, including female friendly and universally accessible facilities. 	<ul style="list-style-type: none"> In Quarter 3, Council applied for three external funding opportunities to help deliver key recreation infrastructure priorities. These applications included: <ul style="list-style-type: none"> Don Wallace Female Friendly Changeroom Upgrade: A \$1.5 million application was submitted under the Federal Government's Growing Regions Fund. This project aligns with a State Government election commitment of \$1.5 million and aims to develop new female-friendly changerooms meeting minimum AFL and Cricket Victoria guidelines for local facilities. The application follows a successful Expression of Interest (EOI) process. Smythesdale Public Gardens Upgrade: Council applied for \$100,000 under the State Government's Council Support Program. This funding, combined with a \$20,000 Council contribution, will address key priorities outlined in the recently developed Smythesdale Public Gardens Masterplan. Woody Yaloak Netball Tennis Court Upgrade: An application for \$700,000 was submitted under the State Government's Regional Community Sports Infrastructure Fund. This funding, along with a \$200,000 Council contribution, will be used to replace the existing courts with two new, compliant netball and tennis courts meeting local-level competition and training requirements. Planning for Future Opportunities: Council has initiated development of the Teesdale Turtle Bend Reserve and Events Space Planning Project in addition to finalising the Woody Yaloak Equestrian Centre Facility Planning Project. Both projects aim to establish a prioritised list of infrastructure developments for these sites, complete with schematic designs and detailed costings, to leverage future funding opportunities. 	75%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	Y3 2.2.2 Programs, initiatives and services to promote optimal health and wellbeing, including physical activity, healthy eating, mental health and social connection			73%
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	<p>→ Facilitate healthy and active living by supporting low cost, place-based recreational activities.</p>	<ul style="list-style-type: none"> Work with clubs, committees and volunteers across the municipality to deliver 'Come and try days' and activation events which support low cost, place based recreational activities to promote inclusion, participation and connection. Delivery of the Active Golden Plains program. Delivery positive ageing activities across the municipality. 	<ul style="list-style-type: none"> Council officers conducted a comprehensive review of the "Active Golden Plains" program during this quarter. This review included the development of an evaluation report and infographic highlighting the program's positive impact, improved promotional reach, and continued need. The report and infographic, along with a proposed project plan for the 2024/25 "Active Golden Plains" program, will be presented to Council in Quarter 4. Men's Sheds in Linton, Dereel, Haddon, and Bannockburn actively participated in the Community Vision Refresh consultations. Senior programs are a continued focus, with planning underway for the "Wiser Driver Course" (Bannockburn) and "Escape the Cold" events (Meredith and Haddon). These initiatives complement the Council's award-winning Dementia Friendly project, recognised this quarter with a LGPro Award in the Positive Ageing category for its successful implementation in 2022. 	75%
2.1 CONNECTED AND ACCESSIBLE ROADS, CROSSINGS, PATHS AND TRANSPORT	<p>→ Support and build capacity of community groups, clubs and committees to activate recreation facilities.</p>	<ul style="list-style-type: none"> Work with sporting clubs, Men's Sheds, interest groups, Committees of Management to build capacity. Continue to work with sporting clubs, Men's Sheds, Social and interest groups, Committees of Management to advocate for safe and equitable participation opportunities for all. 	<ul style="list-style-type: none"> Council officers provided direct support to several community groups during the reporting period, assisting with: <ul style="list-style-type: none"> Lethbridge Recreation Reserve Committee: Planning and priority setting. Leighdale Equestrian Centre: Updating model rules and constitution. Ross Creek Recreation Reserve Committee: Onboarding new committee members. Woody Yaloak Equestrian Centre: Facility planning project. Woody Yaloak Recreation Reserve Committee: Planning and priority setting. Council officers met with a community working group established to manage the Lethbridge Railway Station, which Council will assume responsibility for upon completion of VicTrack's upgrade works. The group is initiating the incorporation process to facilitate a direct management agreement (sub-lease) with Council in the coming financial year. Ongoing liaison with key stakeholders continued regarding the future use and management of the Linton Shire Hall/Community Hub. A Council report with recommendations based on community feedback will be presented for consideration in Quarter 4. Quarterly financial support was provided to senior citizen groups in Rokewood, Inverleigh, Dereel, Smythesdale, and Meredith to promote social connection and reduce isolation. These groups have successfully secured additional funding beyond July 2024 from the Berrybank Wind Farm Community Grants Program. 	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.2 SUPPORTING HEALTHY AND ACTIVE LIVING	<ul style="list-style-type: none"> → Support programs, initiatives and partnerships that promote and advocate for healthy eating and social connection. 	<ul style="list-style-type: none"> • Provide education and training to schools, community groups, sporting clubs and workplaces surrounding healthy eating, drinking and access to nutritious foods. • Review and support food security programs, community projects, activities, spaces and measures. • Support programs and activities that reduce the effects of climate change on positive health outcomes. • Identify and deliver inter-generational program opportunities. 	<ul style="list-style-type: none"> • Council's partnership with Barwon Water continued with the successful provision of hydration stations at the Bannockburn Farmer's Market in February and March 2024. • Council finalised the extended Webinar series in March 2024, this program was successfully delivered to over 200 participants over its duration. Council officer are currently planning a face to face workshop series for residents in April, May and June 2024 in Dereel, Bannockburn, Smythesdale and one online session. • Council continues its collaboration with Sustain on food security programs. A Food Survey was conducted in January/February followed by an in-person food forum on March 16, 2024, attracting 45 attendees who provided valuable input for the development of a Food Network action plan. Council and Sustain also conducted an Expression of Interest process in March to identify Food Network members, with appointments scheduled for April 2024. • Planning is underway for intergenerational activities in conjunction with Elder Abuse Awareness Day next quarter. Additional intergenerational activities are also being planned for Seniors Month in October. 	70%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	<p>Y3 2.3.1 Identify areas across the Shire that balance future urban growth whilst maintaining rural and township character</p>			75%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	<ul style="list-style-type: none"> → Continue advocacy and planning to consider and accommodate for a variety of living options, including maintaining and improving rural and township character and the provision of affordable and social housing. 	<ul style="list-style-type: none"> • Finalise the Growing Places Strategy which will clearly identify those locations which can accommodate growth of various types, and in doing so protect the valued character of smaller townships. • Continue to work with the Victorian Planning Authority in finalising the Bannockburn South East Precinct Structure Plan which will provide targets for social and affordable housing options. • Progress the Bruce's Creek West amendment, which also seeks to provide targets for social and affordable housing options. 	<ul style="list-style-type: none"> • The Victorian Planning Authority (VPA) is progressing the Bannockburn Southeast PSP, with public exhibition anticipated in late 2024 or early 2025. Council is actively advocating to secure a minimum 6.5% social and affordable housing contribution within the PSP • Council is negotiating similar social and affordable housing targets as part of other rezoning applications in Bannockburn. • Small lot housing code is likely to be included in the Bannockburn SE PSP and Bruce Creek West, this will allow for some smaller, more affordable housing and provides a diversity in housing. 	75%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	<ul style="list-style-type: none"> → Continue Strategic Land Use Planning that identifies suitable areas for potential growth. 	<ul style="list-style-type: none"> • Assess Cambrian Hill Precinct Structure Plan. • Finalise Growing Places Strategy. • Finalise Shire Wide Development Contributions Framework. • Finalise Teesdale Flood Study. • Work with Victorian Planning Authority to finalise the Bannockburn SE PSP. • Work with proponents to assess and process. amendments to rezone land. • Prepare a Shire Wide Open Space Strategy. 	<ul style="list-style-type: none"> • Amendments C102gpla (Planning Scheme Review) and C104gpla (Teesdale Flood Study) were given authorisation to prepare and exhibit and exhibition of both will occur in May/June. • Preparation of the final Growing Places Strategy is underway. • Council Officers are drafting Policy and Procedures regarding Development Contributions. • Council Officers continue to work with Victorian Planning Authority to finalise the Bannockburn South East PSP. • Council Officers continue to work with proponents to assess and process amendments to rezone land, this includes Industrial and Commercial land in Gheringhap. • Council Officers are considering the drafting of an Urban Design Framework for the Bannockburn Town Centre. 	75%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	<ul style="list-style-type: none"> → Manage planning applications, subdivisions and implement planning controls in accordance with the Planning Scheme. 	<ul style="list-style-type: none"> • Continue to facilitate orderly and proper planning outcomes for the municipality. Aim to achieve 80% of applications within 60 days and 90% of VicSmart applications within 10 business days. 	<ul style="list-style-type: none"> • Council received 56 applications in the second quarter and determined 92 applications valued at \$25,000,000. Council Officers determined 35% of applications within 60 days and 90% Vic Smart permits within 10 business days. 	75%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	<p>Y3 2.3.2 Ensure and provide infrastructure to accommodate and service existing and developing communities across the Shire</p>			73%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ Consider planning and rezoning amendments that provide a diversity of land use to support and service liveability and growth including commercial, industrial, rural and residential land.	<ul style="list-style-type: none"> Finalise the Growing Places Strategy which seeks to provide growth fronts for all land uses within the municipality. Nominate Meredith township to be the next township sewered by Barwon Water. 	<ul style="list-style-type: none"> Develop the draft Growing Places Strategy which seeks to identify appropriate locations for growth to 2050 and beyond. Nominate Meredith township to be the next township sewered by Barwon Water. Continue to work with the DFP to progress the rezoning of Industrial land (extension of Bannockburn Industrial Estate) 	75%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ Continue to advocate for and provide new and upgraded infrastructure projects across the Shire that create liveability.	<ul style="list-style-type: none"> Planning and delivery of capital upgrades for: <ul style="list-style-type: none"> Bannockburn Victoria Park Changeroom Upgrade Bannockburn Skate Bowl Inverleigh Active Youth Space Lethbridge Play Space Linton Oval Upgrade Rokewood Community Hub Design and delivery of infrastructure works outlined in Council's Capital Works Program. Design and delivery of drainage improvement projects as per the drainage program identified in Council's 2023/24 budget. Prioritise and plan for key infrastructure actions identified within the Bannockburn IWM Plan. 	<ul style="list-style-type: none"> Progress on infrastructure projects includes: <ul style="list-style-type: none"> Widening of Cape Clear - Rokewood Road north and south sections is 100% complete. Widening of Henderson Road, Haddon commenced in Quarter 3 is 90% complete. Improvements to parking areas in Meredith and Lethbridge at design stage with works to be completed by Quarter 4. Bituminous Reseal program commenced in Quarter 2 and completed in Quarter 3. Gravel resheeting of unsealed roads commenced in Quarter 3. Drainage upgrade works commence in Brady Road, Lethbridge in Quarter 2 and completed in Quarter 3. Design of drainage projects is progressing with works to be included in future programs. Progress on community projects includes: <ul style="list-style-type: none"> Bannockburn Victoria Park Changeroom Upgrade - Contractors Bowden Corp were appointed in December 2023 and following permit processes, commenced on site in late March 2024. Bannockburn Skate Bowl - Construction contractor Independent Concrete Constructions Pty Ltd appointed in December 2023 with works to commence in mid 2024. Inverleigh Active Youth Space - LJM Constructions were appointed in February and commenced onsite works in March 2024. Lethbridge Play Space - Adventure Plus completed playground installation works in late 2023 with nature play and shelter completion to occur in March/April 2024. Linton Oval Upgrade - Ground works, irrigation lines, sprinkler installation and drainage works have been completed. The establishment and maintenance period for grass will mean project will not be fully completed until early 2025. Rokewood Community Hub - Detailed designs were completed and public tender conducted with submissions due to Council in late March 2024. The Barwon South West Climate Alliance (BSWCA) was awarded \$245,200 of grant funding to deliver the Resilient Community Assets Project. As a member organisation, GPSC will benefit from the evidence based outcomes to be considered as part of this project. The Project will focus on key community assets that councils own, manage or operate for communities. It will assess the resilience of these assets to climate change and extreme weather events, by re-confirming climate modelling and undertaking a high level vulnerability assessment. The Bannockburn IWM Plan is in final stages of completion. The report documents ideas to better manage the water cycle as Bannockburn grows, and provides an action plan to progress the ideas assessed. This is the first step in a long planning and development journey in IWM. 	75%
2.3 PROVIDE FOR A DIVERSITY OF LIFESTYLE AND HOUSING OPTIONS	→ When planning for new communities, ensure social and community infrastructure and appropriate services are delivered and funded (in part) by Development Contributions.	<ul style="list-style-type: none"> Finalise the Development Contributions Implementation Plan and progress with the creation of a Governance Structure internally to manage the creation and collection of Development Contributions. Continue to work with the Victorian Planning Authority on the development of the Development Contributions Plan Overlay for the Bannockburn South East Precinct Structure Plan. 	<ul style="list-style-type: none"> Translate the Development Contributions Governance Structure into Council Policy and Procedures. Continue to work with the Victorian Planning Authority on the development of the Development Contributions Plan Overlay for the Bannockburn South East Precinct Structure Plan. Continue to work with developers across all rezoning proposals to secure Development Contributions ahead of rezoning via Section 173 agreements. 	70%
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	Y3 2.4.1 Provide high quality public spaces and infrastructure			50%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	<p>→ Provide and advocate for safe and attractive design to preserve and improve rural and urban character of the townships across the municipality.</p>	<ul style="list-style-type: none"> Progress the Northern Streetscapes Framework Plan to detailed design documentation. Advocate for external funding for the Northern Streetscapes Framework Plan implementation. Implement Stage 2 of Bannockburn Recreation Precinct Open Stage Development and contribute to the development of the Open Space Strategy. 	<ul style="list-style-type: none"> External funding application through the Growing Regions fund was unsuccessful. Additional funding opportunities will continue to be sought as the project progresses. The Northern Streetscapes project has progressed to Request for Quote to develop the concept plans to detailed design documentation. The response includes the requirement for the consultant to consult with community and key stakeholders throughout all stages of the design process to seek input and feedback on the deliverables. Due to budget constraints, the Open Space Strategy (Strategic Planning department) is not proceeding at this time. This has had a direct impact on the effective and holistic delivery of the Open Space Maintenance Strategy (Open Space Maintenance department). Information that was to be assessed and documented as part of the open space (strategic planning) strategy, including the open space typology and hierarchy, future open spaces to be handed over to Council, community open space values, mapping of all existing and future open spaces, is required to directly inform the decision making criteria to determine levels of maintenance/ service in alignment with community expectations and values, attributed to our open spaces, shire wide. Currently the Open Space Maintenance and Strategic Planning departments are working together to develop a revised and combined request for quote in an effort to progress this work. Council officers have completed stage 2 of the Bannockburn Recreation Precinct Open Stage Development, encompassing landscaping and street furniture installation. This project has been well received by key user groups and the broader community and will assist with ongoing activation of the precinct. 	50%
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	<p>Y3 2.4.2 Maintain the amenity and cleanliness of townships, roadsides and public spaces</p>			50%
2.4 ATTRACTIVE AND WELL-MAINTAINED INFRASTRUCTURE AND PUBLIC SPACES by 30th Jun 2025	<p>→ Service, maintain and renew assets to provide usable and attractive public spaces that support a variety of social and community uses and safety.</p>	<ul style="list-style-type: none"> Provision of all township maintenance services in accordance with Council policy. This includes street beautification and upgrade works, roadside, parkland and recreation facility mowing, irrigation maintenance, horticulture maintenance, street sweeping, street furniture maintenance/ replacement, general litter removal and removal of graffiti. Tree maintenance works on Council's local road network and managed land, to ensure community safety and in response to customer requests. Commence development of the Open Space Asset Maintenance Strategy with a cross-Council collaborative approach, and in alignment with the findings of the Open Space Strategy. Investigation opportunities for collaboration with Council's Natural Resource Management team to assist with management and maintenance activities within our natural reserves to improve the amenity and accessibility of these spaces for our community. Complete furniture upgrades to Rokewood open space (between Gibb Street & Ferrars Street.) Collaborate, support and advise community volunteers assisting with maintaining streetscape amenity. 	<ul style="list-style-type: none"> Council is committed to providing high-quality open spaces for our community. Across the reporting period the following maintenance and improvement activities have been undertaken: <ul style="list-style-type: none"> Haddon Roundabout Upgrade: The Haddon roundabout is scheduled for landscaping improvements designed to enhance the visual appeal of the space while simultaneously reducing long-term maintenance requirements. Bannockburn Streetscape Beautification: Across the reporting period Council has acquired a selection of autumn plants for High Street, Bannockburn. Planting is scheduled for May, further beautifying this central thoroughfare. Inverleigh Picnic Area Addition: Two new picnic tables were installed in February near the Inverleigh Bakehouse, providing additional amenities for residents and visitors. Lethbridge Lakes Public Amenity: A new drinking fountain was installed at Lethbridge Lakes in January, enhancing visitor convenience and enjoyment of this popular recreational area. Ongoing Maintenance: Open spaces and associated assets continue to receive regular service and maintenance within allocated budgetary resources. Council officers are constantly seeking innovative approaches to optimise efficiency and effectiveness in our maintenance practices. Due to budget constraints, the Open Space Strategy (Strategic Planning department) is not proceeding at this time. This has had a direct impact on the effective and holistic delivery of the Open Space Maintenance Strategy (Open Space Maintenance department). Furniture upgrades to the open space between Ferrars Street and Gibb Street Rokewood have been completed, this includes the replacement of dilapidated seats and picnic tables/ installation of new furniture, relocation of bins to rotunda, installation of new solar bins adjacent to toilet block and installation of new bench seat alongside creek walk. 	50%

SUSTAINABILITY '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	Y3 3.1.1 Ensuring our native vegetation, ecosystems, flora and fauna and old growth trees are healthy and protected			75%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	→ Continue to implement and report on progress of Council's Environmental Strategy 2019-2027 and carry out works in line with Natural Reserves Management Plans.	<ul style="list-style-type: none"> Continue to implement and report on progress of Council's Environment Strategy 2019-2027, and carry out key actions identified within the Natural Reserves Management Plans. Advocate for additional resources to rehabilitate Edinburgh Reserve. Partner with Linton Progress Association to support works. 	<ul style="list-style-type: none"> Council continues to progress key actions identified within the Natural Reserves Management Plans. A funding agreement between Golden Plains and CCMA for Kitjarra-dja-bul Bullarto langi-ut project priority activities has been established. Activity will be implemented as part of the Moorabool River Reserve Master Plan. An internal review of the Environment Strategy is planned for Quarter 4. The creek site at Edinburgh Reserve lease expired 30 March and is in the process of being 'handed back' to Council. Due to staff and budget constraints, Council will maintain the site to a minimum for the foreseeable future, and in future seek additional funding to undertake site remediation works. 	75%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	→ Preserve and protect native vegetation and assess potential environmental impact of new developments within the municipality.	<ul style="list-style-type: none"> Proactively work to ensure compliance with environmental legislation and best practice guidelines to protect and conserve vegetation. 	<ul style="list-style-type: none"> Council Officers work closely with the Statutory and Strategic Planning teams who refer planning and development works to the Environment and Sustainability team to ensure compliance with legislation, vegetation protection and management of environmental impacts. Natural Resource Management Officers attend and contribute to development planning strategic meetings. Major developments being assessed include, Bannockburn Southeast Precinct Structure Plan, Bruce's Creek West Development and the Bannockburn Industrial Estate Development. A review and update of Council's Roadside Environmental Management Plan (REMP) and Environment Code of Practice Handbook has progressed during the reporting period. It is undergoing final review and expected to be completed next reporting period. 	75%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	Y3 3.1.2 Value, promote and preserve our cultural and natural heritage for future generations			75%
3.1 VALUING AND PROTECTING NATURE, CULTURAL HERITAGE AND THE ENVIRONMENT	→ Implement ongoing initiatives and activities to preserve the cultural and natural heritage of the Shire.	<ul style="list-style-type: none"> Acknowledge and preserve Aboriginal values and culture through partnerships, land management practices and education. Maintain, store and promote the Golden Plains Civic Collection, including ensuring the digitized collection is available online to the general public and residents (January 2024). Develop 2 initiatives/projects that engage historical societies or historical practitioners that addresses actions identified under the Arts Culture and heritage Strategy (May 2024). Identify appropriate communication platforms to assist in the promotion of places of indigenous, natural and historical significance across the Shire (March 2024). 	<ul style="list-style-type: none"> Throughout the reporting period, Council officers have collaborated with the Linton Men's Shed and Primary School to finalise the installation of two benches designed by Wadawurrung artist Bonnie Chew. These benches will be positioned around the newly unveiled Vera Scantlebury sculpture. Bonnie Chew additionally partnered with a local artist to conduct workshops at Linton Primary School, where students created ceramic tiles that will be incorporated into the base of the sculpture's plinth. In a separate initiative, Dr. Li Ping Thong has been mentoring a young videographer to document the story behind the Vera Scantlebury sculpture and its surrounding features. This video project will provide a valuable record of this important public art initiative. 	75%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	Y3 3.2.1 Provide sustainable and efficient waste management services			68%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Continue to work with regional partners and stakeholders to develop waste minimisation, management and education strategies and to advocate for Regional or State waste improvements and initiatives, such as the Container Deposit Scheme.	<ul style="list-style-type: none"> Planning, education and communications in preparation for the implementation of the Container Deposit Scheme. Advocating for external funding for implementation of the Container Deposit Scheme. Continue to work with Barwon Water towards RRON for FOGO. Continue to collaborate with Councils on waste minimisation strategies regionally. Continue to collaborate with the City of Ballarat's feasibility study for a waste to energy facility. Meet legislative requirements regarding the provision of a 4 stream waste management system. 	<ul style="list-style-type: none"> Council remains actively engaged in collaborative regional waste projects. This includes ongoing discussions with the City of Ballarat regarding the development of a potential Circular Economy Facility within the Ballarat region. Council is liaising with Barwon Water to ensure alignment between Barwon Water's RRON facility development and plans for Council to introduce a Food Organics and Garden Organics (FOGO) collection service. 	60%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Continue with the implementation with initiatives from the Waste and Resource Recovery Strategy 2020-2030.	<ul style="list-style-type: none"> Deliver responsive household waste collections services – garbage and recycling. Public and community litter bins and services delivery. Landfill rehabilitation and ongoing management. Planning, education and communications in preparation for the implementation of four bins. Advocating for external funding for waste management initiatives. Compliance with legislation and best practice. Undertake an audit of Linton Tip and assess options. 	<ul style="list-style-type: none"> Council Officers working in waste services continue to manage the kerbside collection contract. Council has progressed the landfill rehabilitation plan for the closed Rokewood landfill site, with the contract awarded in March 2024. Works planned to commence late April/May. Technical documents for the rehabilitation of the Teesdale site have been prepared and will further progress during 2024 as resources become available. The project plan for the introduction of the purple glass bin across the Shire was endorsed by Council in November 2023. Bin supply shortages are being experienced by Council's across Victoria due to State Government mandates. Procurement of bins for Golden Plains have been delayed, with expected delivery by November 2024. Bin rollout to tenements and service commencement timeframes are being finalised. The preparation phase for communication and education planning are now underway. 	75%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	Y3 3.2.2 Investigate options for the disposal of hard waste and prevention of illegal dumping			43%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Respond to incidences of illegal dumping and respond with different approaches to prevention and enforcement.	<ul style="list-style-type: none"> Work collaboratively with Regulatory Services and Outdoor Maintenance teams to respond to incidences of illegal dumping. 	<ul style="list-style-type: none"> Council officers continue to follow up, issue notices and infringe people caught dumping rubbish. Council Officers continue to work closely with the Environment Protection Authority of Victoria to investigate illegal dumping. 	60%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	→ Review of the Waste Strategy to review hard waste initiatives and opportunities.	<ul style="list-style-type: none"> Complete an options analysis into the provision of a Hard Waste Service. Align the Waste Strategy to reflect these findings, following Council decision/direction on the next steps. 	<ul style="list-style-type: none"> A detailed hard waste collection cost/benefit analysis with options was presented to Senior Management for consideration and presented to Council at a briefing in August 2023. Further cost analysis has been provided for consideration. A review of the waste strategy has been deferred until 2025. 	25%
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	Y3 3.2.3 Education and promotion of responsible behaviours to reduce waste to landfill			60%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.2 EFFECTIVE AND RESPONSIVE WASTE SERVICES AND EDUCATION	<p>→ Continue engaging with community and businesses on waste reduction strategies and responsible waste disposal options.</p>	<ul style="list-style-type: none"> • Work with Regulatory Services to manage incidents of illegal dumping. • Encourage and advise on appropriate disposal of hazardous materials, and act in accordance with legislation. • Waste Education Officer position to continue to be funded to ensure provision of communications and education to encourage positive behaviour changes within the community, and inform about changes to waste services, such as CDS and four bins. 	<ul style="list-style-type: none"> • Waste education and communication priorities have been established, with linkages across Council's environment, community development and youth teams. A youth engagement work program has been created, with face-to-face waste education workshops planned at selected schools for May/June. Further opportunity for face-to-face sustainability workshops at schools is being assessed by community and environment teams. • Council's glass bin introduction communication and education plan has been prepared. Community consultation was undertaken during the reporting period to ensure accountability and transparency of Council's glass bin planning and to inform Council's communication and education planning approach. Outcomes of the survey will be published next quarter along with further updates to community on the glass bin rollout. • Addressing kerbside bin contamination has also been a focus, working closely with Customer Experience and Cleanaway to communicate directly with residents on ways to reduce contamination/ use bins correctly and link to Council's supporting resources. 	60%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	<p>Y3 3.3.1 Conduct land management practices and behaviours that enable a safe and thriving natural environment</p>			57%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	<p>→ Continue to work with private landowners and businesses to educate and partner in appropriate and sustainable land management, agriculture and natural resource practices.</p>	<ul style="list-style-type: none"> • Continue to advise, educate and empower local farming industries, businesses and community to promote, support and implement environmentally sustainable practices. • Collaborate with Regulatory Services team and statutory authorities to report environmental risks, incidents and threats as identified under legislation. • Undertake a review of environmental compliance in accordance with the Environmental Protection Act. 	<ul style="list-style-type: none"> • Council regularly responds to enquiries from residents about sustainable land management, agricultural and natural resource practices. 	10%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	→ Continue undertaking activities that reduce the risk of wildfires and flood events.	<ul style="list-style-type: none"> Golden Plains Shire Council is susceptible to fire, flood and storm events. During the summer, Council will undertake the following: <ul style="list-style-type: none"> Issuance of fire prevention notices. Undertake roadside and reserve slashing. Maintain Neighbourhood Safer Places - Bushfire Place of Last Resort. Work closely with the CFA and assist them when needed. Inspect the strategically placed fire tanks in the shire to ensure they are filled with water for the CFA. Assist and advertise community education regarding fire and flood, and prepare for and mitigate exposure to fires and flood. Undertake planned burns for fuel reduction and biodiversity purposes. Undertake drainage maintenance. Progress drainage studies and identify flood mitigation projects. 	<ul style="list-style-type: none"> Fire inspections completed. 576 Fire Prevention Notices issued during the Fire Danger Period. 16 property owners received fines for failing to comply with Fire Prevention Notices. Slashing program to reduce fire hazards has been completed. Drainage and Flood Mitigation: <ul style="list-style-type: none"> Inverleigh Flood Levee Project: Progressing. Common Road Catchment: Design of mitigation projects is ongoing. Construction of drainage improvements is planned for Quarter 4, subject to council approval. Maintenance of existing open drains and easements completed in Quarter 3 (commenced in Quarter 2). Bannockburn Flood Study: Identified options for flood mitigation will be modelled and tested in Quarter 3. Maintenance works are planned for Quarter 4. Mitigation works will be considered for future drainage programs based on available funding. Drainage Maintenance: Drainage maintenance programs are ongoing across the shire. Flood Recovery Projects: <ul style="list-style-type: none"> Major flood recovery projects completed in Quarter 2 include upgrades to three fords: Parkers Road, Nestors Road, and Riddles Road. Linton-Piggoreet Bridge: Design of the replacement structure commenced in Quarter 2. Demolition works were completed in Quarter 3, and construction is planned for Quarter 4. Road and Bridge Repairs: Additional road and bridge repairs under the Flood Recovery program began in Quarter 3 and are scheduled for completion in Quarter 4. Pinchgut Road Bridge: Design will commence in Quarter 3, with tenders to be issued in Quarter 4. Federation Pedestrian Bridge: Design will commence in Quarter 3 with construction completed in Quarter 4. 	85%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	→ Protect the health of waterways and facilitate sustainable water use through implementation of water security initiatives in the Environmental Strategy 2019-2027.	<ul style="list-style-type: none"> Continue the development of the Bannockburn Integrated Water Management plan, including identification of prioritised actions. Continue to advocate for funding to implement key actions of the Bannockburn Integrated Water Management Plan. Continue as members in the Barwon Integrated Water Management Forum to advocate for a collaborative and integrated approach to water management that enables sustainable environmental, social, cultural and community prosperity. 	<ul style="list-style-type: none"> Council continues to work with the Barwon and Central Highlands Integrated Water Management (IWM) Forums. The Bannockburn Integrated Water Management Plan project has progressed with a first draft submitted by Spiire Consultants to Council. It has been extensively reviewed with input from environment, assets and planning teams. A revised draft is expected mid-April. Engagement with Wadawurrung throughout the process is continuing. 	60%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	→ Undertake pest plant and animal management control programs and community education to target and reduce the prevalence of invasive species in natural systems.	<ul style="list-style-type: none"> Deliver invasive weed education to the community as guided by the Invasive Weed Strategy and Action plan. Continue on the ground activities to manage pest plants and animals in public spaces across the municipality. Collaborate with community volunteer groups to manage pest plants. 	<ul style="list-style-type: none"> On ground works continue to manage pest plants and animals in public spaces across the municipality. Council Officers continue to encourage landholders to address pest plant issues, by issuing on going correspondence to landholders. Further rabbit management has progressed by Council officer at priority sites over the reporting period. 	75%
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	Y3 3.3.2 Support and partner with the community on environmental initiatives			75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.3 RESPONSIBLY MAINTAINING AND MANAGING NATURAL LANDSCAPES AND RESOURCES	<p>↳ Continue to build the awareness and capacity of communities to respond to local environmental issues and to implement sustainable practices.</p>	<ul style="list-style-type: none"> Connecting, collaborating and supporting community volunteer groups such as 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. Complete the Moorabool River Reserve Master Plan. Investigate opportunities to collaborate Wadawurrung to develop a management plan incorporating traditional owner land and water management practices for the Moorabool River Reserve, in alignment with paleert tjaara dja - Wadawurrung Healthy Country Plan (2020-2030) Advocate for funding to implement key actions identified within the Environment Strategy. Continue to collaborate with agencies on regional scale projects such as kitjarra-dja-bul bullarto langi-ut in the protection and enhancement of our natural assets. 	<ul style="list-style-type: none"> A priority to establish a WTOAC Country Management Plan in partnership with Wadawurrung has been integrated into the Moorabool River Reserve Master Plan. As part of Councils partnership with CCMA, for the Kitjarra-dja-bul Bullarto langi-ut program, Council has prepared a project plan that requires Traditional Owner oversight to develop detailed design and construction drawings for: <ul style="list-style-type: none"> Nature based play space Resting/story place Anabranh crossing points Preparations to go to Tender for the project are now underway. Council Officers continue to collaborate and support community volunteer groups such as Landcare and environmental interest groups. Plans for Elm Tree removal in Moorabool River Reserve as part of CCMA's Green Links Grant Program awarded to Council has progressed to request for quote stage. 	75%
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	<p>Y3 3.4.1 Implement approaches to address and mitigate climate change</p>			60%
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	<p>↳ Undertake a review of the Climate Emergency Plan and address risk based priority adaptation and mitigation actions.</p>	<ul style="list-style-type: none"> Undertake a review and update the Climate Emergency Plan Establish a climate risk register and progress risk planning for Golden Plains Shire. Improve awareness across Council and Community by compiling knowledge resources, data and evidence on climate risk and adaptation and mitigation considerations for Golden Plains Shire. Advocate for external funding for delivery of priority actions, identified in the risk planning and Climate Emergency Plan review. Continue as a partner on the Barwon South West Climate Alliance to respond collaboratively to the regional climate change priorities. 	<ul style="list-style-type: none"> Council committed to being part of a collaborative Barwon South-West Climate Alliance submission for the 'Resilient Community Assets Grant Application' to the Victorian Government's National Partnership Agreement (NPA) on Disaster Risk Reduction. The project is expected to commence in May/June 2024. Plans to progress a revised climate risk profile for Golden Plains Shire has also progressed to RFQ stage. This work will dovetail into the Barwon- Southwest Climate Alliance Community Assets project, and leverage regional knowledge sharing from the already developed climate risk work underway across many individual Council's. An internal review of the Climate Emergency Plan is expected to commence Q4 2024. An informal Climate change knowledge and resources library is starting to be collated by the Environment and Sustainability team. Environment and Sustainability Team are collaborating with Health and Wellbeing to identify and progress climate and health related initiatives. A sustainability and climate change presentation was delivered at the Community Vision 2040 workshops in March. 	60%
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	<p>Y3 3.4.2 Promote and encourage the use of sustainable and clean energy and technology</p>			60%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
3.4 MITIGATING CLIMATE CHANGE AND CLEAN / GREEN TECHNOLOGY	<p>→ Scope, encourage and further develop projects and initiatives that explore the use of renewable energy and carbon neutral practices.</p>	<ul style="list-style-type: none"> • Progress the development of an Environmental Sustainable Design Policy and sustainability procurement criteria for Council • Progress the electric vehicle fleet transition plan for Council • Support community education initiatives and promotion of clean energy technology and sustainable practices. 	<ul style="list-style-type: none"> • The collaborative electric vehicle fleet transition plans, developed in partnership with the Colac-Otway and Warrnambool City Councils, were finalised and submitted by Anthesis (formerly NDEVR) in March. These plans are currently undergoing final review by the respective Councils. 	60%

PROSPERITY '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	Y3 4.1.1 Support the development of young children and their families			83%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Delivery of Best Start Best Life Reform Planning for Kindergarten Infrastructure.	<ul style="list-style-type: none"> Continue to work with the Department of Education to support Best Start Best Life Kindergarten Building Blocks infrastructure projects across the Shire. Liaise with the Department of Education to update Kindergarten Infrastructure Services Plan for Golden Plains Shire. Undertake and complete an Early Childhood Workforce plan. 	<ul style="list-style-type: none"> Council are pleased to announce the successful completion of three kindergarten projects: <ul style="list-style-type: none"> Haddon Kindergarten: This new facility boasts a capacity of 66 students housed within two modular classrooms. Officially opened in January 2024, the kindergarten is scheduled to receive a ministerial visit in April 2024. Bannockburn Kindergarten (Phase 1): Representing the first phase of a comprehensive project, the Bannockburn Kindergarten expansion provides an additional 66 student places through its new modular facility. Construction is on track for finalisation in April 2024, with further enhancements planned for the existing Bannockburn Family Services Centre. Napoleons Primary School Kindergarten: Situated on the grounds of Napoleons Primary School, this new 66-place kindergarten features two modular classrooms. Opened for students in January 2024, the facility is scheduled to receive a ministerial visit in April 2024. 	90%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Provide services, infrastructure and support to enable health, wellbeing and development in early years.	<ul style="list-style-type: none"> Delivery of Maternal and Child Health Service, which provides a comprehensive and focused approach for the promotion, prevention and early identification of the physical, emotional and social factors affecting young children and their families. Planning and implementation of Funded Sleep and Settling programs. Planning and implementation of Funded Supported Playgroup program. Delivery of quality and assessable early years services and childcare options for families across the Shire. 	<ul style="list-style-type: none"> Officers working in the Maternal and Child Health team are pleased to announce receipt of funding through the "More Support for Mums, Dads and Babies" initiative. This funding will be used to equip nurses with the most up-to-date breastfeeding education and resources, ensuring optimal support for new parents. The program will also increase Enhance Maternal Health Delivery services, providing additional support to vulnerable families and strengthening the Universal MCH program. Supported Playgroups: Councils successful supported playgroups in Bannockburn and Smythesdale continue with 14 families currently enrolled. These playgroups promote early childhood development through play and literacy, with each family receiving a free reading book. Sleep and Settling Support: Two new families have benefited from our sleep and settling support sessions, which are offered both in-person and online. Enrolments for the 2024 kindergarten year are finalised. Bannockburn has experienced a significant increase in enrolments, necessitating the addition of a new kindergarten program. A summary of enrolments across the Shire for both 3-year-olds and 4-year-olds includes: <ul style="list-style-type: none"> Bannockburn: 3yo (44), 4yo (40) Inverleigh: 3yo (25), 4yo (23) Meredith: 3yo (10), 4yo (9) Rokewood: 3yo (9), 4yo (4) Teesdale: 3yo (27), 4yo (35) Family Day Care services continue to be offered in two council areas. Council officers are actively exploring opportunities to expand these options across the municipality. Inverleigh's Limited Hours Care program maintains strong demand, with 19 current enrolments and a waitlist of 22 children for casual care. Immunisation services have resumed in Bannockburn with positive attendance. Barwon Health continues to offer ongoing support by providing clinics in Smythesdale and Meredith. 	75%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	Y3 4.1.2 Enable access to education, learning and skill development through all stages of life			75%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Advocate to Government, business and service providers for investment and programs to support education.	<ul style="list-style-type: none"> Advocacy for new school infrastructure and school program funding across the Shire, including new schools in Bannockburn South and Smythesdale. Advocacy for vocational learning options in farming agriculture and mechanical trades across the municipality. 	<ul style="list-style-type: none"> Discussions were held with key agricultural organisations, including Western Plains Pork and Meredith Dairy, to explore potential employment growth opportunities. These discussions focused on Western Plains Pork's expansion plans and Meredith Dairy's proposed retail outlet in Meredith. 	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Collaborate with learning centres, local groups and activities to promote skill development opportunities including with Emergency Services, Mens Shed's and Interest Groups.	<ul style="list-style-type: none"> • Coordination and delivery of inaugural Golden Plains Careers Expo, aiming to advance the learning and employment outcomes for young people throughout the Shire. • Investigate partnership opportunities with organisations delivering construction industry skills programs. • Continue to develop and deliver skills-based training through Youth development programming and Youth Hub programs. • Strengthen Partnerships with Haddon Community Centre and Meredith Community Centre and identify and support delivery of a project/initiative (June 2024). 	<ul style="list-style-type: none"> • Planning of the 2024 Golden Plains Careers Expo has made significant progress, with the event scheduled for Friday, 24 May from 1 to 7pm. The Expo aims to empower residents of Golden Plains Shire by expanding access to educational and career paths, ultimately improving employment prospects and outcomes. Attendees will have the opportunity to explore a range of educational and professional paths. Exhibitors include Deakin University, WCIG, Gordon TAFE, VFA Training, VicPol, SES, Multiskills, MecwaCare, Silverchain, YMCA Bannockburn, Collarts, Australian Catholic University, The Management Edge, At Home Care, Jacob's Well, SouthWest TAFE, Golden Plains Dentist, Smoothie Bike Space, Hesse Health, Chamber of Commerce and Outdoors Victoria. The Expo will also offer a chance for people to connect with Council's Youth Development Team and sign up for the skills and job training programs available. The Expo is made possible through funding from the Victorian Government's Crime Prevention Strategy. • Council officers are actively developing skills-based training programs scheduled for delivery within the next six months. 	75%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Continue to provide and review fixed and mobile library services in partnership with Geelong Regional Library Corporation (GRLC).	<ul style="list-style-type: none"> • Progress the construction of the Mobile Library Service Vehicle with the Project Control Group (June 2024). • Continue to monitor the delivery of the Library Contract. • Strengthen Partnerships with Geelong Regional Libraries Corporation and other Key stakeholders to ensure successful engagement, design and delivery of programs within the Bannockburn Static Library and Mobile Library Services (June 2024) 	<ul style="list-style-type: none"> • The Greater Regional Library Corporation (GRLC) provided presentations at the Community Vision workshops in Smythesdale and Bannockburn, updating residents on the status of the mobile library van upgrade. The existing mobile library van will be decommissioned in a process that includes ongoing communication and community engagement regarding the new service schedule. The new mobile library van is scheduled to be operational in April, significantly enhancing service delivery in the region. GRLC is currently collaborating with the Department of Government Services (DGS), the funding body, to organise a Ministerial launch event in May 2024. This event will officially mark the debut of the new mobile library van. Council Officers will present a comprehensive report on the mobile library van project at the upcoming Portfolio meeting in April. This presentation will provide a detailed briefing on the project status and the upcoming launch. 	75%
4.1 EDUCATION, LEARNING AND SKILL DEVELOPMENT	→ Investigate partnerships with TAFE and higher education providers to service the Golden Plains Shire community.	<ul style="list-style-type: none"> • Continue to support and advocate for the Entrepreneurship Development Program being developed by RMIT University. 	<ul style="list-style-type: none"> • Council officers have begun proactive outreach to major employers, convening meetings to discuss their participation in the upcoming Golden Plains Careers Expo scheduled for May 2024. 	75%
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	Y3 4.2.1 Provide support to local businesses including farms and small business			75%
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	→ Consider opportunities to further support locally based businesses and suppliers.	<ul style="list-style-type: none"> • Instigate and lead buy local community campaigns and promotion. • Enable local base businesses and suppliers to participate in procurement opportunities, through the facilitation of Council's procurement and tendering processes. • Continued development of a database of all engaged businesses across the municipality utilising Council's Customer Relationship Management system. • Continued promotion and support of healthy and sustainable local food systems. 	<ul style="list-style-type: none"> • The focus for the reporting period was on tourism promotion, with the successful completion of new brochures and a captivating trails video. These materials will be instrumental in attracting visitors to the region. In collaboration with Tourism Midwest Victoria, significant progress has been made on the development of the Destination Master Plan and Local Area Action Plan. Final drafts of these plans are currently being prepared. 	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	→ Continue to support events and activities that promote, showcase and connect local businesses.	<ul style="list-style-type: none"> Facilitation of a Business Network in the northern region of the Shire and delivery of business networking events across the north and south of the municipality to build capacity of local business and producers. Delivery of monthly business news publications. Provide business mentoring services across the Shire. 	<ul style="list-style-type: none"> Originally planned for March, the Picnic on Nimons Bridge has been thoughtfully rescheduled to October in response to organiser feedback. This strategic shift allows for more comprehensive planning and ensures a positive community experience upon launch. The Shelford Duck Race and Inverleigh Dachshund Derby, established community events, achieved renewed success this year. This accomplishment is a testament to the dedication of local organisers and the strategic support provided by the Council's Economic Development department. Council's expertise in event operations and grant funding sourcing played a significant role in ensuring both events were well-resourced and executed smoothly. The Beyond the Valley Festival commitment to community was evident through the inaugural Community Barbecue, which distributed approximately \$30,000 directly to local groups. This impactful initiative demonstrates Beyond the Valley's dedication to supporting the social fabric of the region. Furthermore, the ongoing community grants program awarded an additional \$40,000, highlighting the festival's continued investment in local organisations. Beyond the Valley Festival is estimated to have generated an additional \$150,000 in economic activity for the region. This significant impact underscores the positive role such events play in stimulating the local economy and attracting visitors. 	75%
4.2 SUPPORTING LOCAL PRODUCERS, AGRICULTURE AND BUSINESS	→ Provide ongoing support for small business and agriculture, through the implementation of the Economic Development, Tourism and Investment Attraction Strategy 2022-2032.	<ul style="list-style-type: none"> Support and provide incentives for small to medium businesses and agriculture suppliers across the municipality. Provide coaching to social enterprises, home businesses and business startups. Continue to identify new and emerging business opportunities within the Shire. Develop relationships with food producers to support access to local produce. Continue investigations with Regional Development Grampians and Regional Development Victoria regarding priority projects resulting from the Agriculture Value Add and Supply Chain Analysis. 	<ul style="list-style-type: none"> Quarterly report on the Economic Development, Tourism and Investment Attraction Strategy 2022-2032 is complete indicating all activities nominated for Quarter 1, Quarter 2 and Quarter 3 are on track. 	75%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	Y3 4.3.1 Support initiatives for local shopping and hospitality businesses			48%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	→ Advocate for and implement Streetscape and town centre improvements.	<ul style="list-style-type: none"> Progress the Northern Streetscape Framework Plan to enhance town character and amenity of the three town centres that form the northern corridor of the municipality including Smythesdale, Scarsdale and Linton. Seek further funding opportunities to support progression of the Northern Streetscapes Framework Plan. Complete upgrades to Rokewood open space (between Gibb Street & Ferrars Street, Rokewood). 	<ul style="list-style-type: none"> Council's external funding application through the Growing Regions fund for the Northern Streetscapes Project was unsuccessful. Additional funding opportunities will continue to be sought as the project progresses. The Northern Streetscapes project has progressed to Request for Quote stage inviting consultants to develop the concept plans to detailed design documentation. The methodology includes the requirement for the consultation with community and key stakeholders throughout all stages of the design process to seek input and feedback on the deliverables. Open space improvements between Ferrars Street and Gibb Street in Rokewood have been completed, including; replacement of dilapidated seats and picnic tables, cleaning of gazebo, relocation of bins to rotunda, installation of new solar bins adjacent to toilet block; installation of new bench seat alongside creek walk and cleaning and new plantings around war memorial. 	20%
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	→ Investigate the provision for, and rezoning of land, to facilitate development which supports business and employers including those that provide retail and hospitality opportunities.	<ul style="list-style-type: none"> Finalise the Growing Places Strategy which seeks to provide a range of land uses within the municipality. 	<ul style="list-style-type: none"> Council Officers are considering the drafting of an Urban Design Framework for the existing Bannockburn Town Centre. Progress is being made in relation to the Bannockburn SE PSP which will include a retail centre and officers are advocating for some commercial/retail in the Bruce Creek West development. The rezoning to facilitate the expansion of the Bannockburn Industrial Estate continues to progress. Officers have met with developers who have purchased land in the Gheringhap Employment Precinct. The developers are starting to undertake the technical work required to apply to rezone the land. 	75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)	
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS	Y3 4.3.2 Identify and promote activities that attract visitation and tourism			75%	
4.3 IMPROVED OPTIONS FOR SHOPPING, HOSPITALITY, TOURISM AND EVENTS				<p>→ Explore actions of the Economic Development, Tourism and Investment Attraction Strategy 2022-2032, which support shopping hospitality, tourism and events across the municipality.</p> <ul style="list-style-type: none"> Advocate and support events that attract visitation across the region. Continue to promote activities relating to the arts and local creative industry, such as open studio programs, arts trails and community led initiatives. Continue to promote sites and tourist attractions, including the Three Trails project. Actively participate in the World Heritage Program. Continue actively participate in alliances and networking opportunities including with Tourism Greater Geelong and The Bellarine and Tourism Midwest Victoria. <ul style="list-style-type: none"> The design of new tourism brochures is complete, with printing and distribution having commenced in early Quarter 3. The Ballarat/Skipton Rail Trail and 3 Trails promotional videos have been finalised and are now undergoing internal review. Ready for internal circulation before the action plan is executed in Quarter 4. 	75%
4.4 LOCAL EMPLOYMENT AND TRAINING	Y3 4.4.1 Assistance and incentives for businesses to provide for local employment			75%	
4.4 LOCAL EMPLOYMENT AND TRAINING				<p>→ Advocate with local businesses, chambers of commerce and employers to target and promote local employment outcomes, including social enterprises.</p> <ul style="list-style-type: none"> Advocating with local businesses and utilities authorities to increase the availability of housing in small townships to strengthen the local employment market. <ul style="list-style-type: none"> Council officers continue ongoing liaison with major employers in the region. This collaboration focuses on exploring potential employment opportunities, facilitating expansion plans, and streamlining the approval process for relevant projects. 	75%
4.4 LOCAL EMPLOYMENT AND TRAINING				<p>→ 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> <ul style="list-style-type: none"> Liase and collaborate with Business Victoria to deliver events, coaching and business training opportunities throughout the Shire, including the Small Business Bus. <ul style="list-style-type: none"> Council continues to provide internal business mentoring services and coordination of Small Business Bus visits to various locations around the municipality. A strategic outreach campaign, utilising the Monitor CRMS system, successfully contacted all Golden Plains businesses in Quarter 3. This resulted in a significant increase in participation for both internal mentoring and business concierge services. Furthermore, a database upgrade implemented at the end of the quarter promises improved communication reach and engagement with local businesses moving forward. 	75%
4.4 LOCAL EMPLOYMENT AND TRAINING	Y3 4.4.2 Deliver initiatives that support local training and job opportunities in Golden Plains Shire			73%	
4.4 LOCAL EMPLOYMENT AND TRAINING				<p>→ Continue Council based opportunities and potential employment pathways for local residents.</p> <ul style="list-style-type: none"> Employee Value Proposition that highlights the benefits of working locally and the focus on work that delivers outcomes in the community. Development of Work Experience program that highlights career pathways. Advocate for a traineeship and apprenticeship program that preferences local residents in the 2024-2025 budget. <ul style="list-style-type: none"> In January 2023, Council introduced a traineeship program as part of the LGPro Local Pathways Program. Three trainees were welcomed to the organisation to participate in a program that would see them gain exposure to different areas of council. The 3 trainees completed rotations across different teams including People and Performance; Customer Experience; Communications and Marketing; Community Development; Economic Development; and Fleet. During this time each trainees had allocated time each week to work towards completing their formal studies (Certificate III in Business Administration). The program was a great success and upon completion of the program one trainee was offered an ongoing role as Customer Experience Officer, and another securing a fixed term contract as Information Management Officer, with the third trainee to complete further study with support. Development of Work Experience program that highlights career pathways will commence during the Quarter 4 reporting period. Council officers will be in attendance at the Golden Plains Careers Expo in May to promote the opportunities within Council. Council Officers will continue to advocate for a traineeship and apprenticeship program that preferences local residents in the 2024-2025 budget. 	70%
4.4 LOCAL EMPLOYMENT AND TRAINING	→ Continue to operate the Smythesdale Digital Hub to be a working space for business owners and community members.		<ul style="list-style-type: none"> Review, monitor and report on the usability of the Smythesdale Digital Hub by both business owners and community members. Smythesdale Digital Hub usage tracking has been enhanced with a revised booking form, enabling year-on-year data comparisons for improved resource allocation. 	75%	

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
4.4 LOCAL EMPLOYMENT AND TRAINING	→ Strengthen communities and provide skill development and participation opportunities through delivery of Council's volunteer program (subject to the Best Value Review outcome).	<ul style="list-style-type: none"> Review and develop a model for Council's Volunteer Program by November 2023. Define clear roles, review process and develop induction kit for Council Volunteers by March 2024. Research and investigate Micro Volunteering models by December 2023. Undertake a needs analysis to determine the development of community capacity building opportunities for Council and Community Volunteers that meets community needs by March 2024. 	<ul style="list-style-type: none"> Council officers are actively gathering information to support a comprehensive review of the Council's Volunteer Program. The resulting recommendations will aim to strengthen and enhance volunteer engagement. Research into micro-volunteering models implemented across various sectors is currently ongoing. This initiative explores opportunities for introducing adaptable volunteer roles within the Council's programs. Beautiful Bannockburn Volunteers of Council continue to maintain and beautify gardens on High Street Bannockburn. They work collaboratively with the Outdoor Spaces team to maintain and beautify the gardens along Bannockburn's High Street, contributing significantly to the town's aesthetic appeal. 	75%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	Y3 4.5.1 Identify and advocate for investment opportunities, partnerships and projects			75%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	→ Advocate for improved digital connectivity for residents.	<ul style="list-style-type: none"> Advocating for better NBN and mobile telephone reception across the municipality, including the Golden Plains Food Production Precinct in Lethbridge. Advocacy of Mobile Black Spot Program funding for new mobile phone towers to provide service for fire-prone areas, industry and the community. 	<ul style="list-style-type: none"> Council Officers have commenced the development of a Golden Plains Digital Plan with Telstra, NBNet and internal ICT teams. A review of the draft has been undertaken. Council continues to facilitate discussions between Telstra and TagEnergy preceding Telstra's Federal Government submission to fund a Macro Mobile site at Rokewood which will provide improved handheld coverage and capacity to the area. The Federal Government funding approval was announced December 2023. Facilitating technical scoping site works during the Quarter 3 reporting period. Council assisted in facilitating the site selection process for a potential tower at Meredith, working collaboratively with Amplitel representatives. This initiative is currently focused on land banking, a preliminary step for future network expansion. 	75%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	→ Develop and promote public and private partnership opportunities.	<ul style="list-style-type: none"> Continue to collaborate with the Berrybank Windfarm to seek future partnership opportunities. Identify and seek new public and private partnership opportunities with businesses across the municipality. 	<ul style="list-style-type: none"> Council actively supported community well-being through its involvement with the Beyond the Valley Music Festival. A successful collaboration with festival organisers and Inverleigh Community Groups led to the establishment of the inaugural Community BBQ. This initiative resulted in a direct distribution of approximately \$30,000 to local groups. Council representatives participated on the assessment panel for the Beyond the Valley Music Festival's community grants program. This program awarded an additional \$40,000 to local organisations, further demonstrating the festival's commitment to the region. 	75%
4.5 PARTNERSHIPS, ADVOCACY AND OPPORTUNITIES FOR INVESTMENT	→ Implement the Economic Development, Tourism and Investment Attraction Strategy 2022-2032.	<ul style="list-style-type: none"> Develop an investment prospective for potential investors. Develop creative industries through support and partnership building, and through the procurement of local creatives. Expand the Golden Plains Farmers' Market to include additional local vendors at the new Bannockburn Heart Precinct site and build on the market program. 	<ul style="list-style-type: none"> To attract investment in key growth areas, a comprehensive investment prospectus has been developed. This document is currently being actively promoted to targeted industry sectors, fostering interest and generating potential partnerships. Council demonstrates its commitment to the broader region by encouraging staff engagement in regional initiatives beyond core responsibilities. During the Quarter 3 reporting period, Council officers provided valuable support to the GP Arts Trail, an initiative that promotes the vibrancy of local arts and culture. 	75%

LEADERSHIP '23/24

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	Y3 5.1.1 Provide timely and effective communications about Council services and activities to community and stakeholders			75%
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	Communicate issues and opportunities with the public across a wide variety of accessible and functional platforms.	<ul style="list-style-type: none"> Continue to deploy a suite of diverse and engaging communicate across a broad spectrum of channels to articulate Council initiatives, strategies and services including the following: <ul style="list-style-type: none"> Proactive and planned media releases Social media, Newsletters, website and video Continuous review of Council's communications and platforms through metrics, surveys and feedback. 	<ul style="list-style-type: none"> Council recognises the significant value of community involvement in promoting transparency, unity, knowledge sharing, and service excellence. Council is committed to empowering residents and fostering a vibrant community by actively engaging them in decision-making processes. This strong connection between Council and the community is essential for positive change, contributing to a resilient and thriving Shire. Council utilises a comprehensive suite of communication channels to ensure residents are informed and have opportunities to participate: <ul style="list-style-type: none"> Regular Publications: Media releases, weekly newsletters (e.g., Gazette, Engage, Business News), and monthly community newsletters keep residents informed about Council initiatives and important news. Digital and Social Media: Daily updates on social media platforms and a bi-monthly e-Gazette provide timely information and encourage interaction. Community Events and Stakeholder Engagement: Council actively participates in local events, holds regular councillor listening posts, and facilitates stakeholder interactions to gather resident perspectives. Media Outreach: Weekly media enquiries, GPSC Times advertisements, and mayoral and radio interviews ensure broad dissemination of information. Internal Communication: The "In The Loop" publication fosters communication between internal and external stakeholders. 	75%
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	Y3 5.1.2 Enhance deliberative engagement to inform and involve community in Council decision making			75%
5.1 INFORMATION AND ENGAGEMENT TO INVOLVE OUR COMMUNITY IN DECISION MAKING	Consult with the community and provide early engagement on Council decisions and issues of local interest.	<ul style="list-style-type: none"> Continue to deliver consultation which aligns with Council's Community Engagement Policy and reflect genuine engagement for all residents across the Shire. Utilisation of the Community Engagement Register, Council communication channels, existing Council networks and community stakeholders. Planning, providing and promoting direct Councillor engagement opportunities. Encouraging community and stakeholder involvement in engagement and advocacy campaigns. Continue to undertake and evaluate community engagement activities. 	<ul style="list-style-type: none"> During the reporting period, the following consultation opportunities were identified and delivered to the community: <ul style="list-style-type: none"> Community Vision 2040 Asset Management Strategy/ Plan Dardel Drive (Bannockburn Recreation Reserve) Inverleigh Active Youth Space Tracks and Trails Strategy Moorabool River Reserve Masterplan Food Forum Smythesdale Gardens and Brewery Dam Reserve Masterplan Bannockburn Skate Bowl Mayoral/ Councillor events 	75%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	Y3 5.2.1 Council will operate in an open and transparent manner			75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	→ Implement good governance and decision making processes and meet all legislative requirements.	<ul style="list-style-type: none"> Commence preparations for the 2024 Local Government Elections, including reviewing and updating related documents and policies. Review and update Councillor Code of Conduct. Review and update Policies and Procedures, including overarching policy and procedure framework. Review and update property management policies and procedures. 	<ul style="list-style-type: none"> Continued preparations for the 2024 Local Government Elections, including reviewing and updating related documents and policies. Review and update Policies and Procedures, including overarching policy and procedure framework. Review and update property management policies and procedures. 	75%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	Y3 5.2.2 Ensure responsible and sustainable financial, asset and risk management			70%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	→ Continue to implement policies, processes and initiatives that deliver long-term financial sustainability.	<ul style="list-style-type: none"> Implementation of the Council's Long-Term Financial Plan 2021/22–2030/31 and Rating Strategy. Development and implementation of new finance, property and rating system. Annual review of Council's Procurement Policy. Identification of additional sources of revenue and efficiencies. 	<ul style="list-style-type: none"> Council is committed to long-term financial sustainability by regularly undertaking a forensic review of its relevant policies, processes, and initiatives. The Long-Term Financial Plan continues to inform the development of the 2024/25 budget. Key assumptions, including the 2.75% rate cap announced by the Minister in December 2023, have been updated accordingly. To address increasing financial pressures associated with rising costs exceeding the rate cap, the budget prioritises identification of efficiencies and cost savings. The draft 2024/25 budget was presented to Council during the April meeting, followed by a public consultation period to gather community feedback. The final budget will be presented for Council adoption at the 25 June 2024 meeting. Implementation of a new property and rating system is under review with a focus on operational and cost efficiencies and ease of customer and staff use. The existing system is approaching the end of its usable life phase, and this project is considered a high priority for the organisation. In line with our commitment to good governance, the review and implementation of updated procurement policies and procedures continues based on organisational requirements and relevant expiry dates. Identification of additional sources of revenue and efficiencies which benefit the community are continuing to be investigated. 	75%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	→ Implement and review Council's Risk Management Framework and ensure all key risks have been measured and adequately controlled.	<ul style="list-style-type: none"> Review strategic risk register. Review organisational risk register. Update of risk appetite statements. 	<ul style="list-style-type: none"> Continued review of strategic risk register. Continued review of organisational risk register. 	60%
5.2 ACCOUNTABLE AND TRANSPARENT GOVERNANCE AND FINANCIAL MANAGEMENT	→ Management of Council and community assets and collect data, analyse asset condition and utilisation.	<ul style="list-style-type: none"> Migrate asset inspection programs to Assetic Maintenance including the annual road and footpath inspection program. Implementation and population of the Assetic software system. Adopt, monitor and deliver the improvements as identified in the Asset Plan 2022-2032. Plan and budget for asset maintenance, renewal programs and regular asset condition audits. Develop and deliver on actions arising from the Community Services Infrastructure Plan (CSIP). 	<ul style="list-style-type: none"> The Road Hazard Inspection program has been completed. Work orders have been loaded into the Assetic system and distributed to relevant staff for prompt action. Footpath inspections are nearing completion, ensuring comprehensive infrastructure assessments. Following a tender process, Shepherd Services has been awarded the contract for the Road Condition Assessment project. The project kick-off meeting occurred on 26 March, and Shepherd Services are on track to finalise the assessments by 30 June 2024. This data will inform future renewal modelling and work planning activities. Council recently approved the Asset Management Strategy and Policy for a six-week public exhibition period. Updates to the Asset Handover Form are complete. A pilot program testing a new OneNote-based delivery method is underway in collaboration with the Community Projects team. 	75%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	Y3 5.3.1 Council service delivery is efficient and responsive to the needs of the community			70%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	→ Continue to streamline and improve Council's Information and Communications technologies systems and processes.	<ul style="list-style-type: none"> Embed Core System changes into Council operations. Implement online service delivery for Customer Service requests. Enhance operations around GIS systems, preparing new system specification. Complete system reviews as required by operational plans. Implement and embed the Council Customer Service Strategy. Implement a new Corporate Intranet based upon the new SharePoint environment. 	<ul style="list-style-type: none"> The finance system has successfully transitioned to post go-live mode, and regular reporting and data updates are now in place. Implementation of the CRMS system has encountered delays due to slow vendor delivery. However, Council officers are actively working with the vendor to get the project back on track for completion within the final quarter of the financial year. Specifications for the GIS system replacement have been finalised and are currently undergoing the rendering process. The Enterprise Document and Records Management system utilising SharePoint is fully operational. The data extraction process from the old system is targeted for completion in the final quarter of the financial year. The new corporate intranet platform has been successfully launched. Evaluation of Microsoft 365 and SharePoint solutions for streamlining grant and project management functionalities is ongoing. Awaiting revised project plans for the Community Safety and Rates initiatives. 	60%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	→ Improve the customer experience and build commitment and accountability to service standards and timely responsiveness through the delivery of the Customer Experience Strategy action plan.	<ul style="list-style-type: none"> Embed Customer Experience principles into existing processes across the business by embedding customer experience capabilities into positions and developing Customer Experience capabilities by developing learning programs for all new and existing staff. Conduct feedback audit and research on industry best practices for customer feedback and develop regular feedback loops with customers. Develop customer centric systems and processes by defining Service Level Agreements, developing the new CRMS solution and reviewing customer channels. 	<ul style="list-style-type: none"> Work continues across the reporting period to continue implementing actions in the Customer Experience (CX) Strategy Action Plan and continue to improve Council's Customer Experience: <ul style="list-style-type: none"> The reporting period saw the exciting commencement of a Customer Experience Training program for Council staff. Designed to be rolled out across the organisation, this program aims to equip our team members with the knowledge and skills necessary to deliver exceptional service. During this quarter, the program was successfully implemented through training sessions held in conjunction with the Community Vision refresh initiative. The program has been met with positive feedback, and additional sessions are already being scheduled to ensure comprehensive coverage across all departments. Work continues to be focused on the implementation of the new Customer Request (CRMS) systems, with time dedicated to configuring and developing effective systems to carry us into the future. Early stages of research have commenced to review Council's current voice of customer programs in aim of reviewing how customer satisfaction is measured. 	75%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	→ Provide a suite of customer-friendly resources to inform and educate the community and build understanding of regulations, Council service requirements and processes.	<ul style="list-style-type: none"> Roll out the upgraded Customer Request Management System across the organisation. This will be the first step to allow customers to lodge requests through our website and receive educational content that is tailored to their needs. Develop and implement a suite of templates for staff to use to interact with customers in response to service requests. The templates will include information for customers to help them understand Council's processes and service levels. Develop and roll out Council's Community Directory - an online database of community groups across the Shire. This will allow residents to look up community groups and activities of interest to them and better engage with their local community. 	<ul style="list-style-type: none"> The Council remains committed to enhancing the customer experience. During Quarter 3, Council officers continued to refine resources and customer-facing processes, focusing on optimisation and automation. These efforts will be further supported by the ongoing development of the Customer Relationship Management System (CRMS). Year to date the following improvements and additions have been made: <ul style="list-style-type: none"> Community Sign Spaces: The process for booking community signs has been refreshed by the Customer Experience team with an updated booking form and improved processes that make it easy for the customer and ensure safe and effective use of the sign spaces. These improvements have been welcomed by the community. Sharps Disposal Service: Informing community members on the service offered by Council including web page and communications to the community. Updated Animal Registration Forms: Updated forms have been created to assist owners of Working Dogs to apply for registration. Online Registration Updates: Council's website now features an updated form allowing customers to effortlessly update their animal registration details and report lost registration tags. Drainage and Easement Resources: Council officer have created Drainage and Easement FAQ sheets. These resources will help customers better understand these topics and their associated responsibilities. 	75%
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	Y3 5.3.2 Provide for a safe working environment and develop a productive and skilled workforce			75%

Objective	Action	Action Focus Area	Activities Undertaken	Progress (YTD)
5.3 RESPONSIVE SERVICE DELIVERY SUPPORTED BY SYSTEMS, RESOURCES AND AN ENGAGED WORKFORCE	<ul style="list-style-type: none"> → Implement People and Culture and organisational development activities, that support a safe, productive workplace and culture. 	<ul style="list-style-type: none"> Finalisation and implementation of Council's Employee Values Proposition. Activation and delivery of the Employee Engagement Survey Action Plan. Implementation of new Performance Review (PRP) cycle to align to development of future ready workforce. Implementation of a 12 month learning and development program aligned to the Performance Review and Planning cycle and Council priorities. Development of an Organisational Development Strategy. Development and implementation of the Safety and Wellbeing Strategy. Completion of Safety and Wellbeing Audit and Gap Analysis. 	<ul style="list-style-type: none"> All Employee Value Proposition (EVP) collateral has been finalised and has started to be incorporated within Council's careers page and social media portals for specific recruitment campaigns. The project was fully delivered in February 2024 and establishes a clear EVP message centred on three core pillars, We Care, We Thrive, and We Grow. Council's careers page has been updated to reflect these core statement and showcase the benefits of working for the organisation. Employee Engagement Survey Action Plan commenced in July 2023. All actions scheduled for delivery throughout the second quarter of the Action Plan have progressed well. The Performance Review and Planning (PRP) cycle has been implemented. Office based team members completed a mid-cycle self reflection and review in February 2024, an opportunity to pause, reflect and share feedback, whilst re-visiting performance objectives and development goals. The implementation of a Learning Management System (LMS) has significantly enhanced Learning and Development initiatives. Staff now have access to a comprehensive library of self-paced learning modules, and Council officer have established a system to identify compliance training needs for operational teams. Employee engagement with training has seen an increase. In person or online training remains a valuable component, with strong demand for skill development programs offered through our learning partners. Training delivered this quarter included, communication, continuous improvement, conflict resolution through negotiation, WHS compliance, respectful workplace behaviours, change management, report writing, critical thinking and diversity and inclusion, alongside the launch of a strategic leadership program, which will continue into Quarter 4 alongside a dedicated operational leadership program. A Safety Culture Survey was conducted across November and December 2023. Following data collection, a comprehensive analysis was undertaken. This analysis, combined with the findings of a Safety and Wellbeing Audit and Gap Analysis, will inform the development of a comprehensive Safety and Wellbeing Culture Plan. Stakeholder consultation on the draft plan is scheduled to begin during the Quarter 4 reporting period. 	75%
5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE	<ul style="list-style-type: none"> Y3 5.4.1 Plan, consult and review the priorities of the community to continue actioning and progressing the Golden Plains Community Vision 2040 			75%
5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE	<ul style="list-style-type: none"> → Continue planning, engaging and analysing information to determine the future service provision and infrastructure needs, and deliver responsive and innovative solutions for the Golden Plains community. 	<ul style="list-style-type: none"> Develop and implement a Priority Project Pipeline and Capital Assessment Tool and continue to update the Community Services Infrastructure Plan (CSIP). 	<ul style="list-style-type: none"> Following endorsement from the Council's Full Management Team, Council officers have begun developing a prioritised project pipeline listing. This process commenced with scoring identified projects based on established criteria. To inform future planning and ensure the ongoing relevance of the Community Services Infrastructure Plan Council officers have developed a tool for collecting seasonal facility utilisation data. This data will be instrumental in making informed decisions about resource allocation and infrastructure investment. 	75%
5.4 PLANNING, ADVOCATING AND INNOVATING FOR THE FUTURE	<ul style="list-style-type: none"> → Lead and partner with community and stakeholders on advocacy campaigns. 	<ul style="list-style-type: none"> Scoping and development of priority projects advocacy publication to capture priority projects across the municipality. Continued advocacy for the municipality by connecting with members of Parliament, Federal and State Government, businesses and service providers, to seek investment, funding and partnerships for identified community priorities. Active representation across regional alliances to assist in the connection of regional priorities, including the Geelong Region Alliance (G21), Municipal Association of Victoria, Central Highlands Group of Councils and Peri-Urban Group of Rural Councils. 	<ul style="list-style-type: none"> The Council's 2024 Advocacy document, outlining key priorities for the year, was updated and circulated to Councillors for feedback in November 2023. The final document will be completed by the end of Quarter 4 and will be used by the Mayor to guide discussions with relevant government officials. The Mayor and CEO continue to champion the Council's priorities through regular meetings with Members of Parliament (MPs) and Ministers at both the State and Federal levels during the reporting period. The Mayor and CEO maintain regular communication channels with local MPs, as evidenced by their recent meeting with the Minister for Planning to discuss growth planning matters. 	75%



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CUSTOMER HUB HOURS

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8.30am to 5pm, Monday to Friday

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

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