



Golden Plains Shire Council Plan 2025-2029



ACKNOWLEDGEMENT OF COUNTRY

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

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OUR MUNICIPALITY

Situated between Victoria's two largest regional cities, Geelong and Ballarat, Golden Plains Shire is a large municipality of 2,705 square kilometres, with a socio-economically diverse population of approximately 25,000 people living in 56 vibrant rural communities, reflecting a population growth of approximately 2.4% per annum.

Renowned for its award-winning food and wine, community markets, iconic music festivals, rich gold mining history and character, and friendly communities - Golden Plains Shire is an attractive destination to live, visit or socialise.

Residents value the character of Golden Plains' small townships and communities, local facilities and services, and natural environment. Our sweeping landscapes, award-winning businesses and rugged bush landscapes combine with historic townships and growing communities to make for a wonderful place to live, visit or socialise. New residents, particularly young families, are attracted to the area's rural lifestyle, affordable housing and proximity to the services and jobs available in the Shire, as well as those in Melbourne, Geelong, Ballarat, and the Surf Coast.

Golden Plains Shire also offers many opportunities for businesses, investment, sustainable development, and employment, with more than 2,100 businesses including farming, construction, retail, and home-based businesses.

The Shire has a strong agricultural sector, with a history of wool, sheep, and grain production. More recently, the Shire is seeing strong growth in intensive agriculture, including poultry, pigs, beef, and goat dairy, as well as the expansion of viticulture in the Moorabool Valley. This in turn has driven an increase in the region's tourism offering, with visitors attracted to the region's picturesque wineries, gourmet food producers, agri-tourism, and the monthly Golden Plains Farmers' Market.

Golden Plains Shire is one of the leading producers of eggs and chicken meat in Victoria, producing nearly a quarter of Victoria's eggs. Council is encouraging continued growth and investment in intensive agriculture, by establishing the Golden Plains Food Production Precinct, near Lethbridge, which is on track to become one of Victoria's premier areas for intensive agriculture development and expansion.

Golden Plains Shire Council has a keen sense of community with people working together to achieve common goals and outcomes. This sense of community benefits the entire Shire and Council will continue to have conversations with the community now and into the future.

OUR COMMUNITY

AN OVERVIEW OF OUR DIVERSE COMMUNITY

Municipality Demographics

Population estimated resident population (ERP) of 25,818

geographical size of the municipality the shire covers a land area of 2,702 square km

dwelling types, in 2021, the Golden Plains Shire population was living in 9,402 dwellings with an average household size of 2.83.

Age The largest service age group in GPS is parents and homebuilders (35-49 years) representing 20.8% of the population. cultural stats - the most common overseas places of birth for GPS residents include United Kingdom, New Zealand, Netherlands, and Germany. Of those languages other than English spoken at home; Italian, German, Croatian, Maltese and Dutch were the most common.

household/individual income levels Socio-economic Index for Areas (SEIFA) rating of 1,040,

median weekly household income	\$1,867
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education and employment Compared to Victoria, GPS residents have lower secondary and tertiary education completion and higher Vocational training qualifications.

The majority of the Golden Plains Shires labour force is employed with lower unemployment rates compared to Regional Victoria and Victoria. 12,335 people living in Golden Plains Shire in 2021 were employed, of which 58% worked full-time and 34% part-time.

16.3% of the population reported doing some form of voluntary work

Service/Infrastructure	Number
Secondary schools	1
Primary schools	15
Hospitals	0
Medical clinics	4
Ambulance stations	1
Pharmacies	6
Community centres	4
Dentists	2
Residential aged care places (per 1,000 population over 70 years)	49.4 (Vic 76.8)

Key Health and Wellbeing Statistics

42.5% of Golden Plains Shire adults self-reported to be in very good or excellent health

19.4% smoke or vape tobacco Higher proportions of people who both vape or smoke tobacco daily (GPS:19.4%, Vic: 18.5%)

Median age of death is 76 years

Higher rates of mental illness (GPS:10.16%, Vic: 8.74%)

Lower proportion felt that most people could be trusted (GPS: 30.1%, Vic: 36.1%)

Higher rates felt that others are untrustworthy (GPS: 19.4%, Vic: 14.2%)

Lower numbers regularly talk to family and close friends (GPS: 91.4%, Vic: 95.2%)

17.8% experience loneliness

Significantly higher proportion of people who are obese (GPS: 30.4%, Vic: 23.0%)

Higher proportion report fair or poor dental health (GPS: 25.3%, Vic: 22.5%)

Higher percentages are not sufficiently active (GPS: 20.4%, Vic:16.8%)

Higher consumption of sugar sweetened beverages SSB (GPS: 37.9%, Vic: 34.4%)

We need stats such as;

Customer Satisfaction

The 2024 Community Satisfaction Survey had a score of 42 for overall performance. Perceptions of Council's overall performance on most of its service areas are among the lowest levels recorded in 10 years.

An observation from the results of the 2024 CSS is that the services areas that residents have rated as the most important Council Services are also the areas in which Council has received the lowest ratings in terms of perceived performance.

Number of traditional owner groups – 2Wadawurrung and Eastern Maar (insert map)

We are responsible for 1,800 kilometres of roads

And possibly average of \$\$ spent over the past 4 years on roads maybe? (Vicki)

Xx playgrounds

Xx open spaces

The Shire manages xx facilities

Stats on Council Assets (Wendy/Vicki)

Number of open and recreational spaces (Kate)

Waste recovery stats and sustainability (climate related and stats) – Luke/Iarin/Marin

In the 2023/2024 Financial Year \$78,102.50 was issued across the Community Strengthening Grants and \$76,740 for the Berrybank Wind farm grants.

*figures to be updated

Asset Class	Quantity	Replacement Value (\$'000)
Sealed roads and car parks	1034 km sealed roads (including pavement and sealed surfaces), 16 on-street and off-street car parks	372,613
Kerb and channel	58 km of kerb and channel	4,607
Gravel roads	705 km Unsealed roads	82,454
Bridges and major drainage structures	143 bridges & major culverts	53,564
Footpaths and trails	162 km of footpaths and other trails	19,716
Buildings	174 buildings ranging from public halls, pavilions, libraries, corporate buildings, heritage buildings, public toilets, etc	66,908
Stormwater drainage assets	2,056 stormwater pits, 54.4 km of underground drains, open drains	9,681
Open space assets	Playgrounds, skate parks, lighting, park furniture, playing courts, sporting ovals, fencing, irrigation systems, etc	17,734
Total		627,278

Table 1 - Asset Summary

Our Municipal Public Health and Wellbeing

Our commitment

Golden Plains Shire is committed to creating environments that improve health and wellbeing outcomes for all our community, across every stage of life. Integrating health and wellbeing into the Council Plan reflects our view that: 'health and wellbeing is everyone's responsibility.'

Our plan demonstrates our commitment to work in a collaborative and coordinated way to ensure supportive, inclusive, and empowering environments that enable our community to achieve optimal health and wellbeing. We are committed to addressing the broader social determinants of health, respond to diverse community needs and improve health inequities and outcomes by working with our community, the Department of Health and local health and community partners.

Our Community: Health and Wellbeing

Being healthy is more than being free from illness and disease. Health and wellbeing are influenced by a complex interaction between individual characteristics, lifestyle, and the physical, social, and economic environments.

In a healthy community, all community members have equitable opportunities to be healthy and well. This includes having access to healthy and culturally appropriate food, safe and accessible neighbourhoods with natural open spaces and inclusive sport and recreation opportunities. It also includes opportunities for social connection and an environment that promotes gender equality, diversity, and inclusion.

Health inequities are the differences in health status or the distribution of health resources between different population groups, that arise from the social and environmental conditions in which people live, work, and grow. Key health inequities for Golden Plains Shire includes;

- Access to health services
- Access to transport
- Access to social support

Requirements for the Municipal Public Health and Wellbeing Plan

Under the Local Government Act 2008, local Councils have a responsibility to protect, improve and promote public health and wellbeing within their municipalities. Councils are required to plan for the health and wellbeing of their local communities by developing a plan which includes;

- An examination of data about health status and health determinants in the municipal district.
- Goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing.
- Specified measures to prevent family violence and respond to the needs of victims of family violence in the local community.
- Provision for the involvement of people in the local community in the development, implementation and evaluation of the public health and wellbeing plan.
- Specified ways that Council will work in partnership with the Department of Health and other agencies undertaking public health initiatives, projects, and programs to accomplish the goals and strategies identified in the Public Health and Wellbeing Plan.
- Having regard to the State Public Health and Wellbeing Plan in developing the municipal public health and wellbeing plan.

The Climate Change Act 2017 requires Councils to have regard to climate change when preparing a Municipal Public Health and Wellbeing Plan.






The *Gender Equality Act 2020* requires council to publicly report on their progress in relation to gender equality, and promote gender equality in policies, programs and services that impact the public.

Our Health and Wellbeing Priorities

Our six (6) Health and Wellbeing priorities areas have been informed by an extensive examination of health status and health determinant data at a local level, widespread community and stakeholder engagements, legislation requirements and strategic planning. The plan is guided by the Victorian Public Health and Wellbeing Plan 2023-2027 [Victorian Public Health and Wellbeing Plan 2023–2027](#).

Details of this examination can be found in the Golden Plains Shire Community Profile Report and summary **INSERT LINKS HERE**

These symbols will be used throughout the Council Plan to identify the objectives and priority projects that contribute to addressing our health and wellbeing priority areas.

 Reducing tobacco and e-cigarette use	 Improving wellbeing	 Increasing active living	Preventing family violence and enhancing gender equity	 Increasing healthy eating	 Tackling climate change and its impact on health
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Improving wellbeing

Good mental health is an essential component of individual and community wellbeing. Feeling a sense of belonging, connecting to family and broader networks in the community and having capacity to contribute and be productive are all critical to mental health. Some community members are more vulnerable to poor mental health and illness due to unfavourable social, economic, and environmental circumstances. There is a large overlap of mental health conditions with chronic diseases and other issues such as social isolation and loneliness, problem gambling, alcohol, and substance misuse. Conversely, a healthy diet, physical activity and social connection are all very important for good wellbeing.

The impact of gender on mental health manifests in a multitude of ways. Men living in rural Victoria have higher rates of psychological distress when compared to men living in metropolitan regions. Gender stereotyping, inequality, sexual harassment, discrimination, gendered violence, economic disadvantage all impact health outcomes for women.

Increasing healthy eating

Our diet and the food environment have changed substantially over the past generation. Ease of access, affordability and the marketing of unhealthy food and drink choices, coupled with other socio-economic and environmental factors, strongly influence individual food choice. Poor diet also contributes to chronic diseases, dental disease, and poor mental health.

Food availability and access can impact people based on gender. Pressure to conform to traditional masculinities can result in men showing resistance to follow health promotion advice and be less involved in meal preparation, while lower incomes, time constraints, body image and diet culture, can influence food choices for women and those from lower socioeconomic backgrounds. Food Security is impacted by the economic, social, health and wellbeing experiences of individuals where as food sustainability is impacted by climate change

Increasing active living

Regular physical activity is associated with good mental health, healthy ageing, and increased levels of happiness. Incorporating any type of physical activity into each day not only improves physical and mental wellbeing, but can also help prevent many chronic diseases. Walking or cycling to work, school, services or sport is called ‘active transport’ and provides a good opportunity to not only increase daily physical activity, but also to reduce car emissions and traffic congestion. For many people, sport and recreation provide opportunities for participating, spectating, coaching, and volunteering and are an integral part of their social life.

Some groups face added barriers to living an active life and this includes women and gender diverse people, senior Victorians, people from lower socioeconomic backgrounds, people with disability, first nations people, people with

health conditions or physical limitations and multicultural and multifaith communities.

Preventing family violence and enhancing gender equity

The impact of family violence not only impacts the physical and mental health of the victim but can extend to loss of housing, financial insecurity and reduced family or social supports. It is detrimental to the development and wellbeing of children who are exposed to violence.

It is a highly gendered issue, with women significantly more likely to be the victims of violence. Other groups disproportionately impacted by violence include those with a disability, first nations people, older people, people from culturally diverse backgrounds and people from LGBTIQ+ communities.



Tackling climate change and its impacts on health

Climate change can directly affect health by exposure to more frequent and intense extreme weather events such as heatwaves, floods, droughts and bushfires and the associated disruptions to work, home and social services. Indirect impacts include geographical changes to the spread of infectious diseases, risks to food safety and sustainability and drinking water quality, increased levels of family violence and reduced mental wellbeing. Sustainable agriculture, energy efficiency, urban planning and work to reduce emissions all helps to reduce climate change and the subsequent impacts on health.

The impacts of climate change are associated with an increase and intensification of violence against women during extreme weather events and disasters. Climate impacts are most pronounced for children and young people, pregnant women, people over 65 and those living alone, people experiencing homelessness, people with a disability, first nations people, Culturally and Linguistically Diverse (CALD) communities, LGBTIQ+ people, those living with chronic disease and people who work outside.



Reducing harm from tobacco and e-cigarette use

Smoking rates can be as high as 40 per cent in some population groups including first nations people and people on low incomes. E-cigarette use (vaping) is increasing in Australia particularly in young people.

Factors associated with smoking prevalence include low socioeconomic status, young parenthood and sole parenting, mental illness, violence and trauma, stress, poor physical health, peer pressure, fear of weight gain, Indigenous status and living in remote areas. Children who live in a household with a smoker are significantly more likely to suffer from respiratory conditions.

All people who smoke have an increased risk of developing cancers and heart disease; however, women experience additional risks related to pregnancy, oral contraceptive use, and increased risk of cervical cancer. Remote living is associated with greater social acceptance and norms regarding smoking.

Monitoring and Evaluation

To monitor and evaluate our Health and Wellbeing work, we have developed an action plan which presents a framework for the coordinated delivery of our actions. It captures and documents progress made annually under each priority area as well as the vital partnership work occurring between Council and key partners including;

- Health organisations
- Preventative health services
- Community groups
- Regional networks
- State Government
- Other Local Governments

INSERT ACTION PLAN LINK HERE It is widely acknowledged in the field of public health that changes in population health outcomes occur over long periods of time and can be difficult to measure in the short term. The action plan identifies indicators for measuring the outcomes of our health and wellbeing work whilst acknowledging that changes may not become evident throughout the life of this 4-year plan.

INTEGRATED PLANNING FRAMEWORK

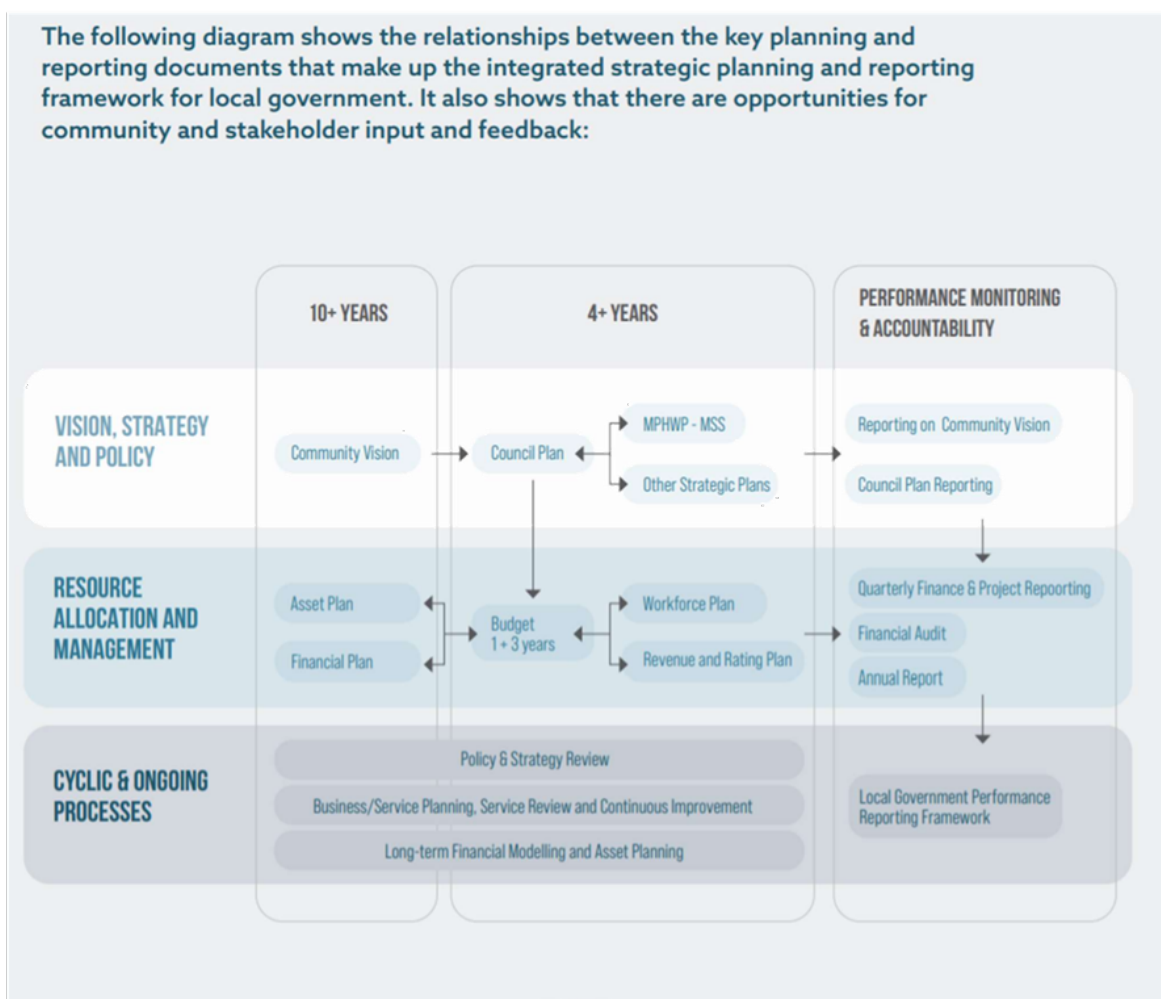
WHAT IS A COUNCIL PLAN?

Each newly elected Council is required by legislation to develop a new Council Plan. The Council Plan is a four-year medium-term outlook.

The Council Plan forms a fundamental part of Golden Plains Shire integrated planning framework. The Council Plan is the connection point between the external influences of government policy and population growth, 2040 Community Vision and Council’s long-term planning processes.

We are committed to reporting on our progress towards achieving the strategies in this Council Plan. We will communicate our progress, both positive and negative, to the community

Our performance against the Council Plan is regularly and openly reported to our community in the Mid-Year Progress Report and the Annual Report.



COMMUNITY VISION



The Golden Plains Shire Community Vision 2040 is a plan that captures the hopes and aspirations of the whole community, and ensures we are planning a bright future for all.

The project to develop a Community Vision commenced in July 2019. Council Officers embarked on a broad engagement program with the community to capture the diverse perspectives of Golden Plains' residents and a dedicated Community Reference Group (CRG) was formed to assist with the engagement.



COMMUNITY

Proud, Safe, Inclusive, Connected, Engaged, Resilient, Supported, Contributing



LIVEABILITY

Health and Wellbeing, Rural and Urban living, Country Feel, Active and Passive Recreation Services and Facilities
Activities and Events, Connected Transport



SUSTAINABILITY

Environmental Stewardship, Value and Preserve Ecosystems, Nature and Cultural Heritage, Responsible Attitudes and Behaviours, Clean and Green Future



PROSPERITY

Learning, Education and Training, Shopping, Goods and Services, Employment Opportunities and Pathways, Supporting Local Producers, Agriculture and Business, Advocacy and Partnerships



LEADERSHIP

Information and engagement to involve our community in decision making
Accountable and transparent governance and financial management
Responsive service delivery supported by workforce planning, advocating, and innovating for the future systems, resources, and an engaged workforce.

COMMUNITY PILLAR

CONTEXT

You told us you want our communities to be welcoming, inclusive, engaged, resilient and safe. Taking opportunities to value and celebrate our people, environment, and heritage.

Programs and initiatives that encourage community participation and volunteering promote a sense of connection and engagement, building a resilient community where residents are encouraged to participate, volunteer, and contribute to our local area.

Through our community development and engagement programs we create an inclusive environment that values all individuals, ensuring that everyone feels welcome and respected.

Maintaining community facilities, public infrastructure and spaces ensures people can take pride in their community, knowing they are part of a safe and secure environment.

By promoting a sense of connection and engagement, we strive to build a vibrant, resilient community where residents are encouraged to participate, volunteer, and contribute to our local area.

STRATEGIC INTENT

Golden Plains Shire plays a crucial role in fostering our sense of community by implementing policies and programs that promote engagement, inclusivity, and well-being through:

Connection and Cohesion: Initiatives that are designed to build strong connections among residents, fostering a sense of belonging and mutual support including community events, volunteer opportunities, and neighbourhood programs.

Inclusivity: Efforts are made to include diverse voices, ensuring representation from various demographic groups, including First Nations, women, people with a disability, LGBTIQ+, children and young people, older adults, and culturally and linguistically diverse populations.

Support and Services: vital services such as library services, public safety, early years, recreational facilities, contribute to the overall well-being and resilience of the community.

Engagement: we actively engage with and involve residents in decision-making processes through two-way interactions which advice Council policies and actions. Often referred to as 'community consultation' or 'public participation' community engagement activities include workshops, community reference or advisory groups, surveys, focus groups, written submissions, and meetings with community groups.

SUPPORTING PROGRAMS, SERVICES AND ACTIVITIES

- > Activities and support services for all life stages such as maternal and child health, kindergartens, youth Hub, neighbourhood houses, senior citizens, recreational activities
- > Public health and harm minimisation programs such as responsible gambling, food security, vaping reduction, animal management, preparing for and responding to emergency incidents.
- > Cultural festivals, inclusive community events and community programs celebrating diversity and promoting understanding among all residents including the youth programs and farmers markets.
- > Community Grants programs administered by Council and local partners.

COMMUNITY – VISION STATEMENTS

Vision Statement 1

- We want to participate, volunteer and contribute to our local area.

Vision Statement 2

- We want to feel proud, safe and supported in our communities.

Vision Statement 3

- We want to be inclusive and value all people including First Nations Peoples, women, LGBTIQ+ people, young people, older adults and culturally and linguistically diverse people.

Vision Statement 4

- We want to be engaged, cohesive and aligned in our forward aspirations.

COMMUNITY – STRATEGIC OBJECTIVES

Strategic Objective 1



- We will celebrate our local volunteers while supporting volunteer groups to maintain local facilities and contribute to the resilience of their communities.

Strategic Objective 2



- We will engage strategically with all fifty-six (56) communities, ensuring the community is aware of the progress of local initiatives and they are part of the journey in our forward aspirations.

Strategic Objective 3



- We will implement the Disability Action Plan, Reconciliation Action Plan (RAP), Rainbow Ready Roadmap.

Strategic Objective 4



- We will advocate for funding to support future community-based projects, initiatives, and events across the Shire, including identifying townships / communities lacking access to necessary services and programs.

Key Priorities	1.	Support community volunteers and groups to manage, activate and maintain community spaces.  
	2.	Engage with our community to understand their health care and wellbeing needs across all life stages.      
	3.	Provide equal opportunities and removing barriers that prevent people from being active participants in the wider community.  
	4.	Consult and develop a forward priority program list that guides advocacy.      

Success Measures	1.1	- Volunteer rates in Golden Plains Shire - Utilisation rates of community infrastructure
	2.1	- Annual review of the MPHWP 2025-2029 action plan (Number, reach and range of HW programs, activities and services being delivered) - Number council consultations - Average number of responses per consultation - Rates of family violence and self-reported safety
	3.1	Deliver annual action plans for: Reconciliation, Disability Strategic Framework and Rainbow Ready Roadmap
	4.1	- Number of External grant applications successful/unsuccessful - Value of External grant applications successful/unsuccessful - Number of meetings with state and federal members Number and amount of Council Community Grants allocated

MAJOR INITIATIVES

	2025-26	2026-27	2027-28	2028-29
Insert Information	●			
Insert Information		●	●	
Insert Information			●	
Insert Information	●			
Insert Information	●		●	●

INITIATIVES

	2025-26	2026-27	2027-28	2028-29
Insert Information	●			
Insert Information		●	●	
Insert Information			●	
Insert Information	●			
Insert Information	●		●	●

SUPPORTING STRATEGIES AND PLANS

- Reconciliation Action Plan
- Municipal Public Health and Wellbeing Action Plan 2025-2029
- Sport and Active Recreation Strategy 2020-2030
- Customer Experience Strategy 2022 - 2026
- Growing Places Strategy
- Gender Equality Action Plan
- Disability Action Plan Strategic Framework
- Rainbow Ready Roadmap
- Community Engagement Policy and Framework
- Golden Plains Shire Economic Development, Tourism & Investment Attraction Strategy 2022-2032
- Asset Plan
- Finance Plan
- Golden Plains Community Vision 2040

LIVEABILITY PILLAR

CONTEXT

You told us you want a diversity of quality rural and urban living alternatives that balances growth and retains a strong country feel. You value places and programs that support passive recreation and socialisation, with safe, connected pedestrian and transport options.

Liveability equates to a high quality of life that makes people want to live, play, and do business in Golden Plains. Your vision encompasses a holistic approach to health and wellbeing, blending the best of rural and urban living while maintaining a cherished country feel.

We play a pivotal role in enhancing liveability through our strategic planning and service delivery and are committed to creating places, spaces, and programs that support both active and passive recreation and foster social connections.

We strive to build a vibrant, inclusive, and well-connected community.

STRATEGIC INTENTS

Our strategic intent for the liveability pillar focuses on enhancing the quality of life for all residents within our community. This will be supported through key areas including;

- Promoting sustainable development using Council strategic and land use planning mechanisms to ensure growth and development are sustainable and environmentally responsible.
- fostering a vibrant local economy as well as promoting local shopping, goods, and services.
- Supporting and facilitating community services thus ensuring access to quality care, education, and training for all residents.
- Enhancing infrastructure by managing infrastructure that supports community needs and growth.
- Creating employment opportunities by promoting and advocating for diverse employment opportunities and pathways.
- Community engagement supporting initiative that encourage community participation as well as fostering and promoting activities that create a sense of belonging and pride.

SUPPORTING PROGRAMS, SERVICES AND INITIATIVES

- Development and maintenance of parks, tree planting, sports facilities, community hubs.
- Providing recreational activities and support services for all life stages including bike paths, playgroups, mobile library and learn to swim programs.
- Planning assessments and building permits
- Infrastructure services developing and maintaining safe, connected pedestrian and transport infrastructure to enhance mobility, street lighting.
- Initiatives that promote diversity and inclusion cultural festivals and inclusive community events such as community markets.



LIVEABILITY - VISION STATEMENTS

<p>Priority Statement 1</p> <ul style="list-style-type: none"> We want access to services, facilities and activities for people of all ages and abilities.
<p>Priority Statement 2</p> <ul style="list-style-type: none"> We want a diversity of quality rural and urban living alternatives that balances growth and retains a strong country feel.
<p>Priority Statement 3</p> <ul style="list-style-type: none"> We want places, spaces and programs that support active and passive recreation and socialisation.
<p>Priority Statement 4</p> <ul style="list-style-type: none"> We want safe, connected pedestrian and transport infrastructure/services.

<p>Strategic Objective 1</p> <ul style="list-style-type: none"> We will focus on activities and services that enable inclusion for all. 	
<p>Strategic Objective 2</p> <ul style="list-style-type: none"> We will work with developers and the Victorian Planning Authority (VPA) to meet the housing needs of our growing community, focusing on quality rural and urban living for our new and existing communities. 	
<p>Strategic Objective 3</p> <ul style="list-style-type: none"> We will create programs and promote underused halls and facilities providing opportunities through better signage and connecting with local committees. We will maintain open spaces to keep our community active. 	
<p>Strategic Objective 4</p> <ul style="list-style-type: none"> We will advocate for funding to meet the current and future transport needs of our community, improving active transport, access to services, facilities, and activities for people of all ages and abilities. 	

Key Priorities	1.	Facilitate opportunities that enable fair and accessible health services and community infrastructure while remaining financially sustainable.
	2.	1. Protect our rural living, agricultural and conservation opportunities. 2. Ensure future growth and infill provides considered liveability and urban design outcomes for residents.
	3.	Provide suitable and accessible spaces for active, passive and wellbeing pursuits
	4.	Have a clear plan on the provision, design, and maintenance levels for all transport ,to support advocacy for future funding opportunities..

Success Measures	1.1	- The percentage of infants enrolled in the Maternal Child Health service - The percentage of children enrolled who participate in the Maternal and Child Health service - Participation in formal sport
	2.1	- Number of council planning decisions upheld at VCAT - Determine 80% of planning applications within 60 days and 80% of Vic Smart applications within 10 business days
	3.1	- Provision levels of passive, active and conservation spaces - Annual review of the MPHWP 2025-2029 action plan (Number, reach and range of HW programs, activities and services being delivered)
	4.1	Completion of major projects/programs within the Capital and Operational Works Programs
		Number and amount of Council Community Grants allocated

MAJOR INITIATIVES

	2025-26	2026-27	2027-28	2028-29
Insert Information	●			
Insert Information		●	●	
Insert Information			●	
Insert Information	●			
Insert Information	●		●	●

INITIATIVES

	2025-26	2026-27	2027-28	2028-29
Insert Information	●			
Insert Information		●	●	
Insert Information			●	
Insert Information	●			
Insert Information	●		●	●

SUPPORTING STRATEGIES AND PLANS

- Reconciliation Action Plan
- Municipal Early Years Plan 2025-2029
- Sport and Active Recreation Strategy 2020-2030
- Play Space Strategy
- Tracks and Trails Strategy
- Infrastructure Plan Master Plans
- Community Services Infrastructure Plan
- Municipal Public Health and Wellbeing Action Plan 2025-2029
- Arts, Culture and Heritage Strategy 2022 – 2026
- Open Space Strategy
- Growing places strategy Gender Equality Action Plan (GEAP) 2021 - 2025
- Disability Action Plan Strategic Framework
- Community Engagement Policy. Golden Plains Community Vision 2040
- Financial Plan & Asset Plan, Planning scheme
- Environment Strategy
- Footpath Strategy 2024-2034

SUSTAINABILITY PILLAR

CONTEXT

Golden Plains Shire is a place of natural beauty with lush landscapes, expansive open spaces, and pristine bushland that you have told us must be cherished and protected for future generations. We need to maintain the delicate balance of nature, working land and cultural heritage, ensuring that the environment remains healthy and vibrant.

We heard that you believe this needs to be done through the promotion of responsible attitudes towards natural resources, land use, waste management, and climate change. At the centre is a place where residents, visitors and businesses are encouraged to adopt environmentally friendly behaviours and support initiatives that focus on energy efficiency and green energy solutions. By fostering environmental stewardship, we can ensure Golden Plains thrives while preserving our natural beauty.

Being part of Golden Plains means being part of a resilient and thriving community where the environment is not just protected but celebrated. We take pride in creating a place where people can enjoy the tranquillity of nature, knowing that every effort is being made to preserve it for the future. This is a community where you would want to live, surrounded by the commitment to a sustainable, green future.

Our goal is to maintain our ecosystems, nature, and cultural heritage, ensuring that our landscapes, open spaces, and bushland remain protected for future generations.

STRATEGIC INTENT

Our strategic intent for sustainability are outlined in our Environment Strategy 2019-2027. This strategy emphasises the importance of environmental stewardship and responsible behaviours towards natural resources through several key initiatives:

- **Biodiversity Conservation:** Protecting and enhancing native vegetation and wildlife habitats to maintain biodiversity.
- **Sustainable Agriculture:** Promoting practices that ensure long-term productivity and environmental health.
- **Water Management:** Implementing measures to conserve water and improve water quality.
- **Climate Change Mitigation:** Reducing greenhouse gas emissions and preparing for climate change impacts.
- **Community Engagement:** Information sharing and resources to encourage community participation in environmental initiatives and fostering a culture of sustainability.

SUPPORTING PROGRAMS, SERVICES AND INITIATIVES

- Community Strengthening Grants – Environment & Sustainability Stream
- Environmental Management Plans to guide the management of natural resources.
- Native vegetation and wildlife Programs, initiatives that focus on preserving native vegetation and wildlife, promoting biodiversity, and protecting natural habitats.
- Weed and Pest Animal Control.
- Projects that promote environmentally sustainable design, energy efficiency, and green energy solutions.
- Collection, processing, disposal of residential, commercial and public waste.



SUSTAINABILITY - VISION STATEMENTS

Priority Statement 1

- We want to promote positive attitudes and behaviours to land use, waste management, climate change and natural resource management.

Priority Statement 2

- We want to value and preserve our natural ecosystems, landscapes, features, open spaces, bushland and connection to cultural heritage.

Priority Statement 3

- We need to ensure our environment is maintained with appropriate practices and stewardship of our natural assets for future generations.

Priority Statement 4

- We want to embrace clean and green practices, including environmentally sustainable design, energy efficiency and green energy solutions.

Strategic Objective 1



- We will take urgent action to reduce emissions and waste and create a region that mitigates and adapts to climate change.

Strategic Objective 2



- We will manage and enhance our natural assets, ecosystems, landscapes and open spaces.

Strategic Objective 3



- We will advocate with developers and planning authorities to ensure best practice environmentally sustainable design principles are embedded in future developments to preserve our natural assets for future generations.

Strategic Objective 4



- We will include energy efficiencies and green solutions for all public buildings and new initiatives by advocating, educating, and fostering our communities.

Key Priorities	1.	1. Implement the Climate Emergency Plan. 2. Promote the protection of our natural landscapes, environment, and biodiversity 3. Reduce waste, promote a circular economy, and manage legacy landfills.
	2.	Provide management strategies and plan for our natural assets, ecosystems, landscapes, and open spaces.
	3.	Ensure new developments comply with environmental and sustainability measures.
	4.	Improve energy efficiency and reduce emissions in our council facilities, plant, and equipment.

Success Measures	1.1	- % of Climate Emergency Plan current year actions completed
	2.2	- Environmental monitoring indicators established by 2026 - % of roadside weeds reduction - Progress % of conservation reserve management plans - Annual review of the MPHWP 2025-2029 action plan (Number, reach and range of HW programs, activities and services being delivered). - Municipal waste landfill diversion rate min 60% by 2028 - % Kerbside collection waste diverted from landfill
	3.1	Tree canopy cover in new estates
	4	Reduction in emissions
		Number and amount of Council Community Grants allocated

MAJOR INITIATIVES

	2025-26	2026-27	2027-28	2028-29
Insert Information	●			
Insert Information		●	●	
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INITIATIVES

	2025-26	2026-27	2027-28	2028-29
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SUPPORTING STRATEGIES AND PLANS

- Reconciliation Action Plan
- Municipal Public Health and Wellbeing Action Plan 2025-2029
- Climate Emergency Plan 2022 – 2032
- Growing Places Strategy
- IWM Plan
- Golden Plains Community Vision 2040
- IDM Bannockburn
- Environment Strategy
- Waste Resource and Recovery Strategy 2020 2030
- Open Space Strategy
- Rabbit management Strategy 2021 – 2031
- Community Engagement Policy (February 2021)
- Finance Plan and Asset Plan
- Golden Plains Shire Economic Development, Tourism & Investment Attraction Strategy 2022 – 2032

PROSPERITY PILLAR

CONTEXT

We demonstrate prosperity through our vibrant communities, robust agricultural sector, and commitment to sustainable development, making it a place where people want to live, work, and play. You told us that we can show our commitment to prosperity by supporting sustainable development, advancing access to quality care, education, and training, offering a variety of local shopping, goods, and services, and creating diverse employment opportunities. Our thriving regional economy is supported by partnerships, innovation, and strong advocacy with government and business groups.

As outlined in Council's *Economic Development, Tourism and Investment Attraction Strategy 2022-2032*, for a rural area like Golden Plains where agriculture has historically been the dominant sector, value-adding initiatives and diversification are important. This will ensure that traditional local practices of 'making and growing things can continue to make significant contributions to the region's product as population growth and broader trends spread the local economy across a more broad portfolio of service-based industries.

Our focus will be on supporting a vibrant local economy where businesses can thrive, and residents can enjoy access to essential goods and services, along with a wide range of recreation, entertainment, and shopping options. We will also prioritise enhancing learning, education, and training opportunities, ensuring that everyone has access to quality education and the chance to develop new skills.

To achieve this, advocacy and partnerships will be the heart of our efforts. We are committed to maintaining and strengthening our relationships with government, regional development boards, and business groups. These partnerships are essential for promoting innovation, supporting local enterprises, and ensuring that our community continues to grow and develop.

STRATEGIC INTENT

The strategic intents to support the aim of achieving a thriving, sustainable, and inclusive community where everyone can enjoy a high quality of life will be guided by the Economic Development, Tourism, and Investment Attraction Strategy 2022 –2032 including;

Supporting local economy by promoting local shopping, goods, and services, and implementing initiatives that foster a vibrant local economy.

Fostering economic growth through partnerships, fostering innovation, and support for local producers, agriculture, and businesses.

Maintaining and strengthening advocacy and relationships with government, regional development boards, and business groups to ensure ongoing prosperity and growth.




SUPPORTING PROGRAMS, SERVICES AND INITIATIVES




- Infrastructure services ensuring well managed and maintained roads, footpaths, public lighting, drainage.
- Food safety inspections
- Economic Development and Tourism



PROSPERITY - VISION STATEMENTS

<p>Priority Statement 1</p> <ul style="list-style-type: none"> We want to maintain and strengthen advocacy and relationships with Government, regional development boards and business groups. <p>Priority Statement 2</p> <ul style="list-style-type: none"> We want access to a range employment opportunities and pathways. <p>Priority Statement 3</p> <ul style="list-style-type: none"> We want to promote and improve the regional economy through partnerships, innovation and support for local producers, agriculture and businesses.

<p>Strategic Objective 1</p> <ul style="list-style-type: none"> We will engage with government, regional development boards, and business groups through consultations, collaborative initiatives, and strategic partnerships to strengthen our advocacy and relationships. 
<p>Strategic Objective 2</p> <ul style="list-style-type: none"> We will support and advocate for education and training opportunities in our region, focusing on pathways in growing and emerging industries. 
<p>Strategic Objective 3</p> <ul style="list-style-type: none"> We will support local producers, agriculture and businesses to grow their resilience and adapt to the risks posed by a changing climate. 

Key Priorities	1.	Ensure transparency in engagement and advocacy activities to increase economic opportunities. 
	2.	Collaborate and partner with existing service providers to expand opportunities. 
	3.	Participate in partnerships that assist businesses in resilience, climate, and financial adaptation. 

Success Measures	1.1	- Number of grant applications Successful/unsuccessful - Value of grant applications successful/unsuccessful - Number of meetings with state and federal members
	2.1	- Number of Local employment opportunities - ABS Stats, including unemployment rates
	3.1	- Number of annual actions completed in the Golden Plains Shire Economic Development, Tourism & Investment Attraction Strategy 2022 – 2032
		Number and amount of Council Community Grants allocated relating to this Pillar

MAJOR INITIATIVES

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INITIATIVES

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SUPPORTING STRATEGIES AND PLANS

- Reconciliation Action Plan
- Climate Emergency Plan
- Kindergarten Infrastructure Services Plan (KISP)
- Municipal Early Years Plan
- Growing Places Strategy
- Economic Development, Tourism, and Investment Attraction Strategy 2022 – 2032
- Municipal Public Health and Wellbeing Action Plan 2025-2029
- Disability Action Plan Strategic Framework
- Community Engagement Policy
- Golden Plains Community Vision 2040
- Gender Equality Action Plan (GEAP) 2021 - 2025
- Finance Plan & Asset Plan 2025 - 2029

LEADERSHIP PILLAR

CONTEXT

As your Golden Plains Shire Councillors, we have identified leadership as being connected to the community and making decisions that benefit everyone. We wish to truly listen to our community involving them in the decision-making process.

Transparency and accountability are also key. Good leaders are open about their actions and decisions. They manage finances responsibly, ensuring that public funds are used wisely and for the benefit of the community. This builds trust and confidence among residents, knowing that their leaders are acting in their best interests.

Responsive service delivery is another important aspect. This means having efficient systems and resources in place to meet the needs of the community. Whether it is fixing a pothole, providing library services, or ensuring public safety, good leaders make sure that services are delivered promptly and effectively. Investment in our workforce ensures that employees are well-trained and motivated to serve the community.

Planning for the future is crucial. As good leaders we think about the future, always looking for ways to improve and respond. We will advocate for the community's needs at higher levels of government and work on long-term projects that will benefit future generations. This could include sustainable development, improving infrastructure, or enhancing educational opportunities.

We aim to be engaged, transparent, responsive, and forward-thinking, fostering a community where everyone feels valued and can thrive.

STRATEGIC INTENT

To achieve our strategic intent, we will take several practical steps.

We will keep our community informed and involved by sharing information openly and encouraging participation in decision-making. This means community engagement, consultation, along with consistent plain language communication about what we are doing, why, how, and what is achieved. Various communication channels to gather feedback and keep everyone updated.

We will build community trust and confidence by ensuring our governance and financial management are transparent and accountable. For example, regularly publishing reports, making our decision-making processes clear, and being open about how public funds are used.




Our service delivery will be responsive and efficient, supported by strong systems and resources. We will invest in technology and infrastructure to improve our services and ensure our workforce is well-trained and motivated to meet the needs of residents.




We will also focus on planning, advocating, and innovating for the future. This means working on long-term projects, advocating for the community's needs at higher levels of government, and continuously seeking new ways to improve. By doing so, we ensure that our community continues to grow and thrive.

SUPPORTING PROGRAMS, SERVICES AND INITIATIVES

- Customer Experience
- Finance
- Human resources
- Governance
- ICT Services
- Communications and Engagement



<p>Strategic Objective 1  </p> <ul style="list-style-type: none"> We will (try to) deliver services that meet the needs of all townships and communities across our Shire. <p>Strategic Objective 2 </p> <ul style="list-style-type: none"> We will review operational costs and efficiency, identifying savings to reallocate towards critical priorities like road infrastructure, while ensuring responsive service delivery. <p>Strategic Objective 3</p> <ul style="list-style-type: none"> We will communicate clearly using plain language about what we can do, where we are limited, and the decisions we have made.

Key Priorities	1.	Provide organisational systems and resources to enable agreed service delivery outcomes.  
	2.	Ensure accountability and transparency in financial decision making and management.
	3.	Implement good governance and decision-making processes. 

Success Measures	1.1	<ul style="list-style-type: none"> - The average number of days it has taken for Council to action animal management requests - The percentage of collected registrable animals under the Domestic Animals - Act 1994 reclaimed - The percentage of collected registrable animals under the Domestic Animals Act 1994 that are rehomed - The direct cost of the animal management service per municipal population - The percentage of successful animal management prosecution - Compliance with accounting requirements, and lowest cost to Council to deliver infrastructure in DCP - Customer satisfaction survey results
	2.1	- Compliance to agreed budget
	3.1	<ul style="list-style-type: none"> - Itemized service delivery costs - The percentage of Council resolutions made at a meeting of Council, or at a meeting of a delegated committee consisting only of Councillors, closed to the public under section 66(1) of the Local Government Act 2020 - The percentage of attendance at Council meetings by Councillors. - The community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community - Number council consultations - Average number of responses per consultation

SUPPORTING STRATEGIES AND PLANS

- Local Government Act 2020
- Local Government (Governance & Integrity) Regulations.
- Customer Experience Strategy 2022-2026
- Municipal Health and Wellbeing Action Plan 2025-2029
- Digital Transformation Strategy
- Finance Plan and Annual agreed budget
- Asset Plan & Asset Management Strategy
- Community Engagement Policy
- Gender Equality Action Plan (GEAP) 2021 - 2025
- Procurement Policy
- Risk Management Framework
- Accounting Standard and Audit Standard requirement

MAJOR INITIATIVES

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