



## COUNCIL MEETING

Tuesday 7 September 2021

3:00pm

Via Zoom

### AGENDA

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| Item       | Title  | Page     |
|------------|--|----------|
| 1.         | Commencement of Meeting, Welcome                           |          |
| 2.         | Apologies  |          |
| 3.         | Leave of Absence   |          |
| 4.         | Disclosures of Conflicts of Interest                       |          |
| 5.         | Officer reports  |          |
| <b>5.1</b> | <b>SHAPING CENTRAL GOLDFIELDS PUBLIC EXHIBITION PERIOD</b> | <b>2</b> |
| 6.         | Urgent Business  |          |
| 7.         | Meeting Close  |          |

## 5. OFFICER REPORTS

### 5.1 SHAPING CENTRAL GOLDFIELDS PUBLIC EXHIBITION PERIOD

**Author:** **Manager Community Engagement**

**Responsible Officer:** **Chief Executive Officer**

*The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.*

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#### **SUMMARY/PURPOSE**

The Shaping Central Goldfields project is at the stage where draft strategic plans - including the Draft Central Goldfields Shire Community Vision 2031 and Draft Central Goldfields Shire Council Plan 2021 – 2025 - have been completed. The purpose of this report is to seek endorsement of these draft plans for public exhibition.

Preparing major strategic documents according to tight timeframes using high quality engagement methods has been no small feat. The pivot to a Community Advisory Group ensured robust deliberation on community and Council priorities despite the constraints posed by COVID-19 lockdowns.

Through the activities of the Community Advisory Group, Council has delivered on deliberative engagement requirements under the Victorian Local Government Act 2020. The broader community have also influenced the strategic documents through post cards, surveys, focus groups and workshops.

The public exhibition period will run for four weeks to enable sufficient time to build capacity to understand the draft plans as well as provide feedback. Engagement activities will be online and face-to-face and will target key groups. Open house events will be provided in key townships.

#### **LEGISLATION AND POLICY CONTEXT**

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Organisation

**Outcome:** Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.

**4.2 Objective:** Provide effective and accessible community information and opportunities for community contributions to policy and program development.

**Initiative:** Develop a Community Vision, Council Plan and Financial Plan by 30 October 2021 in accordance with section 56, 88, 90 and 91 of the Local Government Act 2020

## **BACKGROUND INFORMATION**

The Shaping Central Goldfields project launched on 27 April 2021. The purpose of the project was to develop key strategic documents including a Community Vision and Council Plan through the practice of robust deliberative engagement.

The Shaping Central Goldfields Engagement Plan - which outlined Council's deliberative engagement model – was adopted by Council at the April 2021 meeting. This engagement plan built on the Community Engagement Policy adopted by Council at the February 2021 meeting.

The engagement plan outlined four project stages:

- Community Activation (Completed)
- Strategic Directions (Completed)
- Public Exhibition (Current)
- Foundations for the Future (November onwards)

At the June meeting, Council noted a change to the deliberative engagement model and appointed a Community Advisory Group (CAG) comprising twenty members with eighteen of the twenty members accepting the invitation.

The CAG replaced the proposed Community Vision Workshop and Public Assembly deliberative engagement methods. This pivot was important as it reduced the risks associated with large, face-to-face public forums in a COVID-19 recovery context.

Most other engagement activities were achieved during the Community Activation and Strategic Directions phases. Exceptions include a yarning circle with the local aboriginal and Torres strait islander community, focus groups with young people, the LGBTQIA+ community and businesses and, a financial sustainability focus group. These events were postponed due to COVID-19 lockdowns.

Young people, the LGBTQIA+ community and businesses were represented through the Community Advisory Group and further work will be done to engage with these communities during the public exhibition period. Feedback will also be sought from the local aboriginal and Torres Strait islander community and a yarning circle has been scheduled for mid-November. The financial sustainability focus group will be offered during October when the Long-Term Financial Plan is on public exhibition.

## **REPORT**

The body of this report seeks to provide important information on the following themes:

- Outcomes of targeted and broad engagement
- Progress of the Community Advisory Group
- Strategic directions of the Draft Community Vision and Draft Council Plan
- Public exhibition engagement activities

## Targeted Community Engagement

The Draft Community Vision and Draft Council Plan build on extensive engagement with people and groups representing targeted needs and interests in the Shire:

- People with disabilities
- Local businesses
- Tourism and Event operators
- Older residents
- Aboriginal and Torres Strait Islander communities
- Arts community
- Families
- Active living

Focus groups were delivered during the Community Activation phase to address any gaps in targeted needs and interests in the Shire:

- Young people living with a disability (26 people)
- Volunteers (24 people)
- Community members committed to climate action (16 people)

The volunteer focus group also contributed to the Volunteer Strategy and Action Plan recently adopted by Council and the climate action focus group evolved into the Central Goldfields Climate Action Collaboration, a partnership approach to developing a local response to climate change (with the Maryborough Climate Action Group, Goldfields Sustainability Group and Maryborough Education Centre).

Place-based engagement was also undertaken in the following townships:

- Dunolly – 2 workshops (11 people)
- Talbot – 2 workshops (13 people)
- Bealiba – 1 workshop (11 people)
- Maryborough – 1 workshop (6 people)
- Carisbrook - via Carisbrook Community Conversations (12 people)

The purpose of the workshops was to raise awareness of the Community Township Plans and to identify opportunities for Council to partner with the community to deliver on key priorities. Additionally, exploration of the township vision statements informed the development of a Shire-wide Community Vision Statement (as included in the Draft Community Vision document).

Council will receive a report on the key priorities arising from these workshops at the September meeting.

The Community Engagement Team have introduced a place-based approach to sharing information about investment in the townships in response to feedback received through the workshops - see the quarterly Community Update newsletter (Winter Edition) and the engagement portal <https://engage.cgoldshire.vic.gov.au/communityplans>.

### Broad Community Engagement

A range of engagement techniques were used to gather ideas for the Draft Community Vision during the Community Activation Phase:

- Postcards - Mailed to all residences via the Autumn Community Update newsletter with hard copies delivered through on the street engagement activities (94 responses received)
- An interactive online engagement portal (178 visits)

Here is a flavour of what was heard:

| <b>What do you love about the Central Goldfields?</b>  | <b>What are the biggest challenges facing our community in the next 10 years?</b>  | <b>In 2031 I would like Central Goldfields to be.....</b>   |
|--|--|---|
| <ul style="list-style-type: none"> <li>- Friendly people</li> <li>- Strong community connections and spirit</li> <li>- History and heritage</li> <li>- Central location</li> <li>- Open space and bush</li> <li>- Small town vibe</li> </ul> | <ul style="list-style-type: none"> <li>- Ageing population</li> <li>- Retaining young people</li> <li>- Changing negative perceptions of the Shire</li> <li>- Funding infrastructure and assets</li> <li>- Attracting jobs</li> <li>- Climate change</li> <li>- Tackling poverty/long term disadvantage</li> <li>- Access to health and wellbeing services</li> <li>- Rising costs of housing/rentals</li> </ul> | <ul style="list-style-type: none"> <li>- Innovative and forward thinking</li> <li>- Inclusive</li> <li>- Sustainable</li> <li>- Vibrant and attractive to tourists</li> <li>- Family friendly</li> <li>- Safe and inviting</li> <li>- Creative</li> <li>- Age friendly</li> <li>- Thriving with shops, business and eateries</li> </ul> |

Opportunities to be involved were promoted across Council's communication platforms – including website, social media and newspaper advertising.

## Community Advisory Group

The Community Advisory Group is a group that is established by Council. It is not a decision-making body but rather a feedback group providing input into the Shaping Central Goldfields project. The remit of the group will be completed on adoption of the Community Vision and Council Plan (October).

The progress of the Community Advisory Group is listed below:

|                      | <b>Purpose</b>                                    | <b>Level of influence</b>  | <b>Outcomes</b>   |
|----------------------|---|--|---|
| <b>Session one</b>   | To set the context for the work of the group      | Collaborate<br><br>In response to a desire to stay connected, Council          | Terms of reference<br><br>Protocols for working together<br><br>Communications platform (using Mighty Networks) |
| <b>Session two</b>   | To deliberate on community priorities             | Collaborate<br><br>Group recommendations directly influenced the key documents | Community Vision Statement<br><br>Draft Community Vision document   |
| <b>Session three</b> | To deliberate on strategic directions             | Collaborate<br><br>Group recommendations directly influenced the key documents | Draft Council Plan  |
| <b>Session four</b>  | To deliberate on sustainable financial management | Involve  | Uncompleted at the time of writing this report (the meeting took place on 2 September)                          |

Beyond the above meetings, the Community Advisory Group has had an opportunity to review the Draft Community Vision and Draft Council Plan.

## Draft Community Vision

The Draft Central Goldfields Shire Community Vision 2031 has been developed by the community - for the community. It reflects our community's values and goals for the future, and details how our Shire should grow and develop over the next 10 years and beyond.

## Draft Council Plan

The Draft Central Goldfields Shire Council Plan 2021 – 2025 is the key strategic document that will guide Council's decision making and resource allocation over the next four years. It outlines the outcomes that Council aims to achieve, how it will achieve them and how it will measure its success. It is underpinned by the Draft Community Vision and identifies four strategic directions for Council:

- Our Community's Wellbeing
- Our Growing Economy
- Our Spaces and Places
- Leading Change

These directions are underpinned by a range of strategic priority areas.

## Public exhibition period

The public exhibition of the draft documents will commence on 10 September and will run for a four-week period (finishing 8 October). The period will involve a range of community engagement activities and the level of influence of these activities will be CONSULT (according to the Community Engagement Policy).

An overview of the engagement activities are listed below:

| <b>Engagement activities</b>                  | <b>Details</b>  |
|---|---|
| Engagement website                            | Update the website to build capacity and facilitate feedback:<br><br>-Learn more<br><br>-Complete a survey<br><br>-Vote in the poll |
| Staff-focused workshops                       | -Workshops will be delivered with Central Goldfields Shire Council employees  |
| Targeted meetings with individuals and groups | -Councillors and Council's Executive Team will meet with local community groups and service providers                               |

|                       |  |
|-----------------------|--|
| Place-based workshops | <p>-Open house sessions will be delivered at the following locations:</p> <ul style="list-style-type: none"> <li>-Bealiba</li> <li>-Carisbrook</li> <li>-Dunolly</li> <li>-Maryborough</li> <li>-Talbot</li> </ul> |
|-----------------------|--|

Additional activities will be offered upon request.

### **CONSULTATION/COMMUNICATION**

The consultation plan for the Draft Central Goldfields Shire Community Vision and Draft Central Goldfields Shire Council Plan is detailed above. Council will use a range of communication channels to encourage community input. These include website, social media, print and radio.

### **FINANCIAL & RESOURCE IMPLICATIONS**

There are no direct financial or resource implications to Council presented by the draft report. The public exhibition period will be resourced internally by the Community Engagement team.

### **RISK MANAGEMENT**

This report addresses Council's strategic risk Legislative compliance - Failure to manage our compliance with relevant legislative requirements.

### **CONCLUSION**

Following an extensive community engagement process, the Draft Central Goldfields Shire Community Vision 2031 and Draft Central Goldfields Shire Council Plan 2021 – 2025 are now available for community feedback.

Once endorsed they will be advertised for a four-week period from 10 September to 8 October, 2021. Feedback on the Draft Plans will be reviewed before the final documents go to the October Council Meeting to be considered for adoption.



## **ATTACHMENTS**

1. *DRAFT Central Goldfields Shire Community Vision 2031*
2. *DRAFT Central Goldfields Shire Council Plan 2021 - 2025*

### **RECOMMENDATION**

*That Council:*

1. *Endorse the DRAFT Central Goldfields Shire Community Vision 2031 for public exhibition*
2. *Endorse the DRAFT Central Goldfields Shire Council Plan 2021 - 2025 for public exhibition*



**DRAFT**

**Central Goldfields  
Community Vision  
2031**

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- How is the Community Vision implemented and evaluated?

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- Our Community's Involvement
- Our Community Vision
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Our community's priorities

- Our Community's Wellbeing
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- Our Spaces and Places
- Leading Change

# Acknowledgement of Traditional Owners

Central Goldfields Shire Council acknowledges the ancestors and descendants of the Dja Dja Wurrung. We acknowledge that their forebears are the Traditional Owners of the area we are on and have been for many thousands of years.

The Djaara have performed age old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and their unique role in the life of this region.

# Mayor's Message

One of the exciting requirements in the Local Government Act, 2020, is for the development of a Community Vision covering at least ten years using deliberative engagement processes.

The benefit of deliberative engagement is it enables Council to know what our residents really think. We have many regular community contributors to community activity and we really appreciate this. They play a vital role making our community special.

There are a great many however who have not had any say. Some may feel their views are of no interest or are unsure how to share their thoughts. They may live in more remote locations and not part of community life.

The establishment of the Shaping Central Goldfields Community Advisory Group (CAG) of 18 people followed expressions of interest with supplementation in line with the deliberative engagement process. This enabled a true cross-section of the community to be appointed, to provide a draft a ten-year Community Vision and a four-year Council Plan.

As Mayor, I am required to lead the community engagement process resulting in the Council Plan. It has been an immensely exciting experience, to join with Council's Manager Community Engagement, to work with our CAG on a draft Community Vision and to see not only the level of commitment and passion shown, but also the real aspiration and excitement for the future of our Shire.

Council has warmly welcomed the very thoughtful contribution the CAG has made in its own comprehensive consideration of the Community Vision and I feel sure the Community will sense the high level of passion and insight within it.

The future for our Shire has never been brighter but will require real leadership and partnership to realise the vision and its massive benefits. Working together we can make it happen. How thrilling that will be.

**Cr Chris Meddows-Taylor**  
**Mayor**

# CEO Message

We're proud to present the Central Goldfields Community Vision 2031.

It's a vision that has been developed by the community - for the community. It reflects our community's values and goals for the future, and details how our Shire should grow and develop over the next 10 years and beyond.

Creating a Community Vision for the Central Goldfields has been a collaborative effort. Thank you to the many members of our community who took the time to be involved.

Special thanks to the 18 members of our Shaping Central Goldfields Community Advisory Group who have generously given their time and energy to shape this Vision.

The Central Goldfields Community Vision 2031 provides Council with a solid foundation for Council's future planning and resource allocation. It will guide Council to deliver on what our community most values for the future.

This work doesn't stop here. Through the development of our Council Plan every four years we will work towards achieving our Community Vision.

We'll continue to advocate and work in partnership with our community, services, government and our local business community to achieve it.

I, together with Council and Council staff, look forward to continuing these conversations with our community to bring this Community Vision to life.

**Lucy Roffey**  
**Chief Executive Officer**

# Community Advisory Group Message

To be completed

# About the Community Vision

## What is a Community Vision?

A community vision is a document which frames a community’s long-term aspirations.

Under the Victorian Local Government Act 2020, all councils across Victoria are required to prepare a ten-year community vision - with their communities - using deliberative engagement practices.

While the requirement for a community vision is universal, each community vision will look and feel different for each council area.

**The Central Goldfields Community Vision is shaped by both a Community Vision Statement *and* community priority areas.**

Throughout this document ‘Community Vision’ is used to denote the vision statement *and* the community priorities.

## Why is the Community Vision important?

The Community Vision will shape Council’s work over the next ten years including Council’s long-term financial planning, medium-term strategic objectives, and short-term actions.

The table below shows how the Community Vision provides overarching guidance to the strategic planning framework of Council:

| 10 Year Plans      | Central Goldfields Community Vision |  |                             |                                      |
|--------------------|-------------------------------------|--|-----------------------------|--------------------------------------|
|                    | Asset Plan                          |  | Financial Plan              |                                      |
| 4 Year Plans       | Council Plan                        | Municipal Public Health and Wellbeing Plan | Municipal Planning Strategy |                                      |
|                    | Budget 1 + 3 years                  | Revenue and Rating Plan                    | Workforce Plan              |                                      |
| Annual Plans       | Annual Action Plan                  | Annual Budget                              | Major Initiatives           | Business/Service Panning             |
| Cyclic and Ongoing | Business/Service Panning and Review | Annual Report                              | Policy & Strategy Review    | Performance Monitoring and Reporting |



## How is the Community Vision implemented and evaluated?

The future for the Shire has never been brighter but will require real leadership and partnership to realise the Community Vision.

While Council has a pivotal role to deliver on the Community Vision through the four-year Council Plan, Council cannot achieve the vision alone.

Key partners will include Council, the diverse community, government bodies, education and employment sectors, health and community organisations and business and industry.

### **Working together**

There are many ways that community members can work with Council to facilitate the Community Vision:

- Get involved in implementing your Community Township Plan
- Join a community advisory committee or project reference group
- Have a say during planning processes
- Provide feedback on specific projects, strategies, and policies through public exhibition; and
- Provide feedback through customer service or Council's website

### **Progress reporting**

A Community Vision is a powerful instrument when it results in meaningful change and outcomes.

Council will report on progress with the Community Vision through its Annual Report. Reporting will not only focus on outcomes, but also key learnings and innovation.

Council will also provide regular updates on the Community Vision through a broad range of communication channels and community forums and events.

# Our Community's Vision

The Central Goldfields Community Vision has been formed through broad and varied engagement with more than 2,000 people over the past two years:

- online surveys
- postcards
- listening posts
- children's drawing activities
- focus groups
- workshops
- on the street conversations

To help shape the long-term vision for the Central Goldfields, Council formed a representative Shaping Central Goldfields Community Advisory Group through an open expression of interest process.

The Community Advisory Group has considered and brought all the information together from the wider community to form a long-term vision for the whole of the Central Goldfields.

## Our Community's Vision

*"In 2041, our community is aspiring and vibrant.*

*We are actively engaged with our community, and we are enjoying the exciting possibilities presented by a thriving and prosperous economy.*

*We are connected, inclusive, healthy and safe and everyone is valued and has an opportunity to grow, prosper and thrive.*

*We cherish and protect our environment and heritage and celebrate our diversity.*

*We have access to quality education, health, and community services as well as sustainable living, outstanding infrastructure, and affordable housing options".*

## About Our Shire

**Located at the geographical centre of Victoria, Central Goldfields Shire is within one hour's drive of the regional centres of Ballarat and Bendigo and just two hours from Melbourne.**

Central Goldfields Shire is home to just under 13,000 people. Goldfields Shire's rich history began with Traditional Owners and has been enriched by migration during Victoria's gold rush era.

All townships feature iconic heritage architecture and agricultural industries are spread across the Shire and include grain, sheep grazing and broiler farming.

The Shire is also home to a number of major manufacturing, infrastructure, agricultural, freight, printing and food production companies.

Residents have access to affordable housing, a wide variety of health services, schools, recreational facilities and parks and gardens.

The principal towns and locations are:

- Maryborough
- Carisbrook
- Dunolly
- Talbot
- Bealiba

Other locations include:

- Adelaide Lead
- Betley
- Bowenvale/Timor
- Daisy Hill
- Majorca
- Wareek

## If Central Goldfields was 100 people...

- 49 would be male and 51 Female
- 16 aged < 14
- 10 aged 15-24
- 17 aged 25-44
- 29 aged 45-64
- 25 aged 65-84
- 3 aged > 85
- 18 Born Overseas
- 4 speak another language at home
- 2 identify as Aboriginal & Torres Strait Islander
- 35 live by themselves
- 48 couple family without children
- 31 couple family with children
- 20 one parent family
- 13 completed higher education qualification (Diploma level and above)
- 38 did not complete year 12
- 49 work full time
- 37 work part time
- 9 unemployed
- 23 volunteer
- 73 own or mortgage a house
- 22 Rent
- 38 households have an income of less than \$650/week
- 7 live in a dwelling without a motor car
- 28 live in a household with no internet access

*Figures based on 2016 ABS Census.*

# Our Community Priorities

## Our Community's Wellbeing

1. Community Wellbeing & Resilience
2. All Ages, Stages, Abilities and Ambitions
3. Health and Safety
4. Reconciliation

## Our Growing Economy

5. Population Growth/Stability
6. Education and Employment
7. Heritage and Tourism

## Our Spaces and Places

8. Community Infrastructure
9. Heritage
10. Sustainability and Environment

## Leading Change

11. Active and Engaged Citizens
12. Good Governance
13. Advocacy and Partnerships

# Our Community's Wellbeing

## Community Priorities

### Community Wellbeing & Resilience

- Drive aspiration and facilitate opportunity
- Strengthen and create new social connections through community-based events, programs and activities that are welcoming, accessible for people of all abilities, inclusive and affordable.
- Build intergenerational connections and understanding through shared activities, projects, and programs.
- Embrace, celebrate, support local talent and nurture creativity through arts, culture, activities, and events.

### All Ages, Stages, Abilities and Ambitions

- Support children aged 0-8 years and their families so children can have the best start in life.
- Child and family friendliness through welcoming and accessible facilities, change facilities and breastfeeding friendliness throughout the Central Goldfields.
- Actively engage, support, involve, build the leadership capacity of and value the contributions of young people.
- Support ageing community members to have healthy ageing and good quality of life with continued participation in physical activity and social, cultural, and spiritual activities.

### Health and Safety

- Accessible and timely access to GP's, telehealth options, dental services, Paediatricians, mental health, strengthened disability supports and specialist health services to meet the health and wellbeing needs of communities.
- Improve the overall health of communities (primary prevention), focus strongly on active living, healthy eating, drinking tap water and improved health literacy.
- Build a safe community without violence, prevent violence against women and address alcohol and drug misuse.

### Reconciliation

- Value and recognise First Nations cultures and heritage and build historical knowledge of the wrongs of the past and their impact.
- Create culturally safe places and support self-determination.
- Close the gap in First Nations life outcomes.

## What is Council's role?

**Service provision** - Council provides a range of services to support communities: early years and youth, library, aged and disability services, immunisation, emergency management and Healthy Heart of Victoria initiative.

**Strategic Planning** - Council undertakes a range of strategic planning to support-positive ageing, health and wellbeing, early years and youth, disability, community planning, recreation, gender equity and reconciliation.

**Partnerships** - Council partners with individuals, community groups, business and organisations to support the implementation of community priorities and activities.

# Our Growing Economy

## Community Priorities

### Population Growth and Stability

- Actively drive population growth especially through the Ballarat-Maryborough Growth Corridor and enhance and promote the liveability and centrality of Central Goldfields.
- Utilise our unique rich gold history and heritage including our extensive heritage housing stock to promote and market our Shire.
- Suitable housing options and developments throughout the Shire to meet the changing community needs and demographics and planned growth in the Central Goldfields.
- Planning and building approval processes that are easy to navigate and affordable and timely.
- A strong and diverse and well supported business sector with a shop-local focus and increased support for local businesses.
- Reliable phone coverage and fast and affordable internet across the Central Goldfields to better support business and the growing work from home movement.
- A vibrant night life with a range of businesses open in the evening.
- Increased positive perceptions of the Central Goldfields.

### Education and Employment

- Attract new business and industry including social enterprise and entrepreneurs that create jobs through investment, creativity and innovation.
- Develop a skilled and diverse workforce to support economic growth.
- Strengthen employment opportunities for people with a disability.
- Access to local tertiary education and training through video and face to face delivery.

### Heritage and Tourism

- Increase tourist activity throughout the Shire through events, festivals, activities, and experiences such as Energy Breakthrough, agri-tourism, food, arts and culture, gold tourism and history and heritage tourism.
- Connect Central Goldfields to the wider region through touring routes and storytelling.
- Further develop, grow, and promote history and heritage tourism.
- Utilise Maryborough Railway Station to tell the story of Gold and develop a world class experience facility.

## What is Council's role?

**Service provision** - Council provides a range of services that are central to the economy: business support, information, and resources for new and existing businesses, business permit, Visitor Information Centre, Central Goldfields Art Gallery and promoting liveability initiatives.

**Strategic Planning** - Council undertakes a range of strategic planning to support - economic development, housing, tourism and events and integrated transport including planning the development of Maryborough Station activation and actively engaging in the Central Victorian Goldfields World Heritage Bid.

**Partnerships** - Partnerships have been focussed on attracting investment and businesses and working together with other levels of government, regional partners, business, employment organisations, education providers, tourism, developers, and other levels of government to maximise resources, share knowledge and combine efforts to address priority areas.

# Our Spaces and Places

## Community Priorities

### Community Infrastructure

- Accessible, engaging, visually attractive and well-maintained facilities, infrastructure, and spaces that support culture and creativity, social connections, and active and healthy living.
- A safe and well-maintained road and footpath network that meets current and future community needs.
- Engaging and appealing streetscapes and town-entrances.

### Heritage

- Plan for growth that is low impact and sensitive to Central Goldfield's heritage.
- Protect, maintain, and preserve cultural heritage and heritage buildings and assets.

### Sustainability and Environment

- Plan for growth that is low impact and sensitive to the environment.
- Environmental sustainability initiatives focussed on less waste, renewable energy, climate action and drought preparedness.
- Manage weeds and roadsides and plan for and maintain gardens, green spaces, trees, and native plantings in existing and new developments.
- Active tree planting programs to increase the tree canopy.
- Clear policies, commitment and leadership on climate change action and adaptability.

## What is Council's role?

**Service provision** - Council provides a range of services that are central to the built and natural environment: waste services, projects and design (delivering renewal of major infrastructure and new buildings), strategic asset management, operations (building maintenance, parks and gardens, plant maintenance), recreation and statutory services.

**Strategic Planning** - Council undertakes a range of strategic planning to support- strategic land use planning, sustainability, waste management, recreation and open space, walking and cycling.

**Partnerships** - Council works together with community, other key stakeholders, and other levels of government to maximise resources, share knowledge and combine efforts to address priority areas and need

# Leading Change

## Community Priorities

### Active and Engaged Citizens

- Council and community to work together to implement the Community Plans.
- Actively encourage the community to have a say, engage in deliberation and work collaboratively with Council so they can actively contribute to decision making on matters that affect them.
- Engage the next generation of volunteers through creative and non-traditional volunteering opportunities and continue to promote, recruit, support, value, celebrate and recognise volunteering.
- Build leadership capacity to lead in a collaborative way and focus on the whole Shire.

### Good Governance

- Council processes, decisions, outcomes, spending, and results are accountable, responsible, equitable, responsive, ethical, and transparent.
- Strengthen and maintain clear, transparent, and regular communication between residents and Local Government.
- Strategic planning is informed by the Central Goldfields Community Vision and progress is measured and reported back to the community.
- Effective and efficient delivery of services and a timely and high standard of customer service.

### Advocacy and Partnerships

- Work collaboratively and foster partnerships to address community needs, complex issues, and long-term and entrenched disadvantage in the Central Goldfields.
- Undertake advocacy efforts on matters of importance to the community to support improved infrastructure, services, resourcing, policy and planning, address gaps and achieve improved outcomes.

### What is Council's role?

Council will play an important role in achieving the community's priorities through a range of efforts:

**Service provision** - Council provides a range of services that are central to its leadership role: managing/supporting volunteers across the organisation, leading Go Goldfields, activating and supporting the implementation of Community Plans with communities, community engagement, finance and revenue, governance, property and risk, business transformation (information technology, customer service), people and culture and business support.

**Strategic Planning** - Council undertakes a range of strategic planning to support its leadership role: communication and engagement, volunteering, rating and short, medium and long-term strategic and financial planning informed by the long-term Community Vision.

**Partnerships** - Council works together with community, other key stakeholders and other levels of government to maximise resources, share knowledge and combine efforts to address priority areas and needs.





**DRAFT**

# **Central Goldfields Shire Council Council Plan 2021-2025**

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Strategic Objectives

- Our Community's Wellbeing
- Our Growing Economy
- Our Spaces and Places
- Leading Change

# Acknowledgement of Traditional Owners

Central Goldfields Shire Council acknowledges the ancestors and descendants of the Dja Dja Wurrung.

We acknowledge that their forebears are the Traditional Owners of the area we are on and have been for many thousands of years.

The Djaara have performed age-old ceremonies of celebration, initiation and renewal.

We acknowledge their living culture and their unique role in the life of this region.

# Message from the Mayor

The development of a Council Plan is one of the most important tasks a Council needs to undertake every four years. Consistent with the Community Vision it charts a way forward and directs Council's focus and activities to the things that really matter and that will make a difference for the better.

Our Community Vision 2031 was developed by a Community Advisory Group of 18 residents representing a true cross-section of the community, using deliberative engagement processes, enabling Council to know what our residents really think.

The Community Vision presents the picture of a wonderful future where we are "enjoying the exciting possibilities presented by a thriving and prosperous economy where everyone is valued and we have an opportunity to grow, prosper and thrive." This informed the development of the Council Plan 2021-2024.

The Council Plan recognises that we have some key challenges, including entrenched disadvantage and vulnerability, which we need to address if we are to achieve the Community Vision.

Council has identified three Key Growth Opportunities which will focus our advocacy to bridge the gap between our current reality and the prosperity embedded in our Community Vision.

Our Community Vision contains aspirations that are categorised under four themes which will drive Council's work to address the challenges we face head-on and make the progress we need:

- Our Community's Wellbeing
- Our Growing Economy
- Our Spaces and Places
- Leading Change

A wide range of impactful objectives, strategies and actions will ensure our work is both focussed and balanced across a range of areas.

The future for our Shire has never been brighter, but will require real leadership and partnership, to deliver our Council Plan and advance towards our Community Vision with its massive benefits.

Working together we can make it happen - and we will.

Cr Chris Meddows-Taylor  
Mayor

# Our Councillors

The Central Goldfields Shire Council has seven Councillors for 2020-2024 who were officially sworn in at a Council meeting on Tuesday 17, November 2020.

**Councillor Chris Meddows-Taylor (Mayor)**

Chris.Meddows-Taylor@cgoldshire.vic.gov.au

0428 951 279

**Councillor Liesbeth Long**

Liesbeth.Long@cgoldshire.vic.gov.au

0429 108 007

**Councillor Gerard Murphy**

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0428 923 546

**Councillor Grace La Vella**

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0429 048 112

**Councillor Wayne Sproull**

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0428 985 134

**Councillor Geoff Lovett**

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0428 908 816

**Councillor Anna De Villiers**

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0428 916 671

# Council's Vision, Purpose and Values

## Our Vision

To be an engaged, flourishing, lively and inclusive community.

## Our Purpose

To seek, capture and develop opportunities to make our Shire a place of choice to live, work, visit and enjoy.

## Our Values

- Focus on imperatives and goals
- Value aspiration and achievement
- Encourage innovation and lifelong learning
- Embrace value-added teamwork and partnerships
- Utilise our diversity to find better solutions

# Our Key Opportunities for Growth

## Actively develop the Ballarat – Maryborough Growth Corridor

- Advocate for the Ballarat – Maryborough Growth Corridor to drive prosperity (population growth and investment) into Central Goldfields Shire

## Promote World Heritage Listing of the Central Victorian Goldfields

- Actively contribute to the World Heritage Listing (WHL) Bid
- Position Central Goldfields Shire in the centre of the WHL region
- Develop Maryborough Railway Station as the centre of the story of gold through a world class experience centre

## Champion the central location of Central Goldfields Shire to advantage

- Promote the advantages the Shire has through:
  - its Aerodrome, passenger rail and freight connectivity and future state-wide road connectivity
  - its liveability, manufacturing, health, education and tourism
- Prioritise the capacity of the aerodrome to drive competitive advantage and enhanced passenger rail connectivity

# About our Council Plan

## What is a Council Plan?

The Central Goldfields Council Plan 2021 – 2025 is the key strategic document that guides decision making and resource allocation over the next four years.

It outlines the outcomes that Council aims to achieve. Specifically, our Council Plan:

- Builds on the previous work undertaken as part of the Council Plan 2017 – 2021
- Provides a plan for the four-year term of the current Council 2021 – 2025
- Provides strategic direction for the delivery of the Central Goldfields Community Vision
- Guides decision making and resource allocation

The development of a Council Plan is a requirement under the Victorian Local Government Act 2020.

## How is the Council Plan implemented and evaluated?

The Council Plan is delivered through the Annual Action Plan and the Annual Budget. Performance against the Council Plan is measured quarterly and recorded through the Annual Report.

Council has varying roles in the delivery of the Council Plan and often relies on community partnerships, networks, other key organisations and State and Federal Government.

The table below seeks to clarify the different roles Council performs to achieve the strategic priorities in the Council Plan.

|                            |   |
|----------------------------|---|
| <b>Provider</b>            | Council is a leading provider of services to achieve this priority              |
| <b>Facilitator</b>         | Council facilitates, partners and plans with others to achieve these strategies |
| <b>Statutory Authority</b> | Council is responsible for legislative requirements                             |
| <b>Advocate</b>            | Council advocates on behalf of/with the community to achieve these strategies   |



## How does the Council Plan fit into our Planning Framework?

The following table details where the Council Plan fits into the wider Planning Framework of Council:

|                               |  |   |                             |  |
|-------------------------------|--|---|-----------------------------|--|
| <b>10<br/>Year Plans</b>      | Central Goldfields Community Vision    |   |                             |  |
|                               | Asset Plan                             |   | Financial Plan              |  |
| <b>4 Year<br/>Plans</b>       | Council Plan                           | Municipal Public Health<br>and Wellbeing Plan | Municipal Planning Strategy |  |
|                               | Budget 1 + 3<br>years                  | Revenue and Rating Plan                       | Workforce<br>Plan           |  |
| <b>Annual<br/>Plans</b>       | Annual Action Plan                     | Annual Budget                                 | Major Initiatives           | Business/Service<br>Panning                |
| <b>Cyclic and<br/>Ongoing</b> | Business/Service<br>Panning and Review | Annual Report                                 | Policy & Strategy<br>Review | Performance<br>Monitoring and<br>Reporting |

This Strategy Map details the existing Council plans and strategy that support and inform our Council Plan 2021-2015 - under the four strategic objectives:

| Strategic Planning Documents                                 | Our Community's Wellbeing | Our Growing Economy | Our Spaces and Places | Leading Change |
|--|---------------------------|---------------------|-----------------------|----------------|
| Central Goldfields Community Plans 2019                      | ✓                         | ✓                   | ✓                     | ✓              |
| Central Goldfields Community Vision 2021-2031                | ✓                         | ✓                   | ✓                     | ✓              |
| Municipal Public Health and Wellbeing Plan 2021-2025         | ✓                         |                     | ✓                     |                |
| Population, Housing and Residential Settlement Strategy 2020 | ✓                         | ✓                   | ✓                     |                |
| Economic Development Strategy 2020-2025                      |                           | ✓                   | ✓                     | ✓              |
| Tourism and Events Strategy 2020-2025                        |                           | ✓                   | ✓                     |                |
| Walking and Cycling Strategy 2017-2026                       | ✓                         | ✓                   | ✓                     |                |
| Integrated Transport Strategy 2020-2030                      | ✓                         | ✓                   | ✓                     |                |
| Disability Action Plan 2021 - 2025                           | ✓                         |                     | ✓                     |                |
| Recreation and Open Space Strategy 2020-2029                 | ✓                         |                     | ✓                     |                |
| Positive Ageing Strategy 2021 - 2026                         | ✓                         |                     | ✓                     |                |
| Gender Equity Strategy 2021-2024                             | ✓                         |                     |                       | ✓              |
| Volunteer Strategy and Action Plan 2021 -2024                | ✓                         |                     |                       |                |
| Respect Reconciliation Action Plan 2021                      | ✓                         |                     |                       |                |
| Waste Management Strategy 2020-2030                          |                           |                     | ✓                     |                |
| Central Goldfields Workforce Development Strategy 2013-2021  |                           | ✓                   |                       |                |
| Goldfields Villages Destination Management Plan (2018)       |                           | ✓                   |                       |                |
| Communications and Engagement Strategy 2021                  |                           |                     |                       | ✓              |

# Our Community's Vision

## Our community's involvement

The Central Goldfields Community Vision is an exciting picture of where the community wants to be in 2031. Created with the community, the Community Vision articulates the long-term aspirations of the community for what they would like the Central Goldfields to be like ten years from now.

The Vision has been formed through broad and varied engagement:

- online surveys
- postcards
- listening posts
- children's drawing activities
- focus groups
- roving conversations; and
- review of Community Township Plans and strategic planning engagement and documents

As a part of our deliberative engagement process a representative Community Advisory Group was formed to deliberate on the Vision, testing and refining and shaping the Vision themes and priorities and vision statement.

The Central Goldfields Community Vision 2031 contains aspirations that are categorised under four directions:

- Our Community's Wellbeing
- Our Growing Economy
- Our Spaces and Places
- Leading Change

The Community Vision's directions and priorities have provided the structure for the Council Plan 2021-2025, aligning Council's strategic priorities over the next four years with the community's aspirations for the future.

## Community Vision Statement

*In 2031, our community is aspiring and vibrant.*

*We are actively engaged with our community, and we are enjoying the exciting possibilities presented by a thriving and prosperous economy.*

*We are connected, inclusive, healthy and safe and everyone is valued and has an opportunity to grow, prosper and thrive.*

*We cherish and protect our environment and heritage and celebrate our diversity.*

*We have access to quality education, health, and community services as well as sustainable living, outstanding infrastructure, and affordable housing options.*

## Our Shire

Located at the geographical centre of Victoria, Central Goldfields Shire is within one hour's drive of the regional centres of Ballarat and Bendigo and just two hours from Melbourne.

Central Goldfields Shire is home to just under 13,000 people. Goldfields Shire's rich history began with Traditional Owners and has been enriched by migration during Victoria's gold rush era.

All townships feature iconic heritage architecture and agricultural industries are spread across the Shire and include grain, sheep grazing and broiler farming.

The Shire is also home to a number of major manufacturing, infrastructure, agricultural, freight, printing and food production companies.

Residents have access to affordable housing, a wide variety of health services, schools, recreational facilities and parks and gardens.

The principal towns and locations are:

Maryborough  
Carisbrook  
Dunolly  
Talbot  
Bealiba

Other locations include:

Adelaide Lead  
Betley  
Bowenvale/Timor  
Daisy Hill  
Majorca  
Wareek

**+ add map of Shire**

## If Central Goldfields was 100 people...

**\*\* design using infographics**

- 49 would be male and 51 Female
- 16 aged < 14
- 10 aged 15-24
- 17 aged 25-44
- 29 aged 45-64
- 25 aged 65-84
- 3 aged > 85
- 18 Born Overseas
- 4 speak another language at home
- 2 identify as Aboriginal & Torres Strait Islander

- 35 live by themselves
- 48 couple family without children
- 31 couple family with children
- 20 one parent family
- 13 completed higher education qualification (Diploma level and above)
- 38 did not complete year 12
- 49 work full time
- 37 work part time
- 9 unemployed
- 23 volunteer
- 73 own or mortgage a house
- 22 Rent
- 38 households have an income of less than \$650/week
- 7 live in a dwelling without a motor car
- 28 live in a household with no internet access

*Figures based on 2016 ABS Census.*

# Strategic Objective One

## Our Community's Wellbeing

### The Community's Vision

- Socially connected, creative, inclusive, healthy, and safe 'all ages' friendly communities.
- Everyone is valued and belongs and has every chance to grow, prosper and thrive.
- Communities honour, protect, and celebrate culture, diversity, history, and heritage.
- The culture of First Nations people is visible and reconciliation is something that all people participate in.

*"I would like Central Goldfields to be a place where people are healthy because they are active and socially engaged".*

*"More self-sufficient medical wise so there would be less need to travel for health services".*

*"Our community is currently looking at domestic/family violence & I would love to see greater work in this space to further try to break the cycle".*

*"A place where all children can have the best start in life".*

*"Support for mothers, particularly focusing on the first 1000 days of a child's life (from conception to 3 years old)."*

*"More inclusive to Aboriginal and Torres Strait Islander families".*

*"We need friendships and to have each other's backs".*

*"More family events in the Shire".*

*"I would like to see a celebration of community achievements and pride among members for where they live".*

### The Current Context

- The friendly, safe, supportive, and welcoming communities and the people are amongst the greatest assets in the Central Goldfields.
- Community members cherish and value the history and heritage of the Shire, social connections, creative and active living, the relaxed rural pace, and the strong sense of community.
- Inclusion, belonging and acceptance of diversity is important to the community as is reconciliation with First Nations people.
- Volunteers are the heart of the community providing essential resources and support for community events and activities and to meet community needs. Currently volunteers are ageing and stretched and bringing on the next generation of volunteers is more important than ever.
- Health and wellbeing are a high priority with active and healthy lifestyles and accessible health and wellbeing services and supports being central to this.

- Communities are ageing and positive ageing, age friendly communities and services and supports to allow older community members to age in place are very important for communities.
- Building partnerships to better support the early years (0-8 years) is a current priority, as is youth engagement recognising the vital importance of both age groups in shaping positive adult outcomes.
- The COVID pandemic has resulted in sudden loss of income/employment, social and physical distancing measures, remote school and working and numerous lockdowns for Central Goldfields communities.
- A focus on health and wellbeing is a priority for communities during the pandemic response and recovery phase.

*“I love the sense of community. I love that when a person or family faces hard times, that community members get behind them”.*

## The key challenges

The key challenges that we will need to plan for now and into the future are:

- Climate change
- An ageing community
- Access to housing
- Access to health and wellbeing services
- Entrenched disadvantage and vulnerability
- Advancing reconciliation
- Covid response and recovery

## Our strategic priorities

|   |   |
|---|---|
| <b>What the community told us to focus on:</b>  |   |
| <ul style="list-style-type: none"> <li>✓ Community wellbeing and resilience</li> <li>✓ Supported life cycle</li> <li>✓ Health and safety</li> <li>✓ Reconciliation</li> </ul> |   |
| <b>What we will do...</b>   | <b>How we will do it...</b>   |
| 1<br><b>Strengthen and build inclusion and community and intergenerational connections.</b>   | <ul style="list-style-type: none"> <li>- Facilitate and support Council and community led events, programs and activities that focus on building community connections.</li> <li>- Provide a diverse range of experiences that are welcoming, accessible for people of all abilities, inclusive and affordable.</li> <li>- Encourage and facilitate connections across all age groups through shared activities and social interaction.</li> <li>- Celebrate and recognise cultural diversity.</li> <li>- Support positive life opportunities for people living with a disability.</li> </ul> |
| The Role of Council: Provider/Facilitator/Advocate  |   |

|   |   |  |
|---|---|--|
| Council Service Areas: Community Wellbeing, Community Engagement                |   |  |
| 2   | <b>Nurture and celebrate creativity.</b>                            | <ul style="list-style-type: none"> <li>- Facilitate and support arts, culture and history events and activities.</li> <li>- Support and nurture local talent.</li> <li>- Support, value and promote community arts.</li> </ul>   |
| The Role of Council: Provider/Facilitator                                       |   |  |
| Council Service Areas: Community Wellbeing, Community Engagement                |   |  |
| 3   | <b>Support positive life journey development for all residents.</b> | <ul style="list-style-type: none"> <li>- Support children aged 0-8 years and their families so children can have the best start in life.</li> <li>- Deliver the Go Goldfields Every Child, Every Chance initiative.</li> <li>- Provide and encourage welcoming and accessible family friendly facilities and breastfeeding friendliness and acceptance.</li> <li>- Actively engage, support, involve and build the leadership capacity of and value the contributions of young people.</li> <li>- Partner to co-design health and wellbeing and strategic outcomes with children and young people.</li> <li>- Implement the priorities of the Positive Ageing Strategy.</li> </ul> |
| The Role of Council: Provider/Facilitator/Advocate                              |   |  |
| Council Service Areas: Community Wellbeing, Infrastructure Assets and Planning, |   |  |

| What we are going to do... |  | How we will do it...  |
|----------------------------|--|---|
| 4                          | <b>Encourage, support and facilitate healthy and safe communities.</b> | <ul style="list-style-type: none"> <li>- Support improved health and wellbeing outcomes guided by the priorities of the Municipal Public Health and Wellbeing Plan.</li> <li>- Increase the quality and number of walking and cycling paths and trails.</li> <li>- Build and support place-based solutions focussed on improved health and wellbeing and socio-economic outcomes.</li> <li>- Act on the prevention of violence against women through support for local and regional initiatives.</li> <li>- Work together with key partners and the community to promote and enhance community safety.</li> <li>- Coordinate Municipal Emergency Management Plans and Committee.</li> <li>- Implement flood management plan recommendations and mitigation works including the Carisbrook Flood Levee Project.</li> <li>- Advocate for access to high quality healthcare to meet the health and wellbeing needs of the community.</li> <li>- Advocate for affordable and suitable housing to meet community needs.</li> </ul> |



|  |   |   |
|--|---|---|
|  |   | <ul style="list-style-type: none"> <li>- Build community resilience to the impact of climate change by facilitating a collaborative approach to climate action, in partnership with the community.</li> </ul>   |
| The Role of Council: Provider/Facilitator/ Statutory Authority/Advocate  |   |   |
| Council Service Areas: Community Wellbeing, Community Engagement, Chief Executive Office, Infrastructure Assets and Planning, Strategy and Economic Development, Statutory Services, |   |   |
| 5  | <b>Maximise volunteer efforts.</b>  | <ul style="list-style-type: none"> <li>- Implement the priorities of the Central Goldfields Volunteer Strategy.</li> <li>- Engage the next generation of volunteers through creative and non-traditional volunteering opportunities.</li> <li>- Continue to promote, recruit, support, empower, value, celebrate and recognise volunteering and community participation.</li> </ul>                   |
| The Role of Council: Provider/Facilitator  |   |   |
| Council Service Areas: Community Wellbeing, Community Engagement   |   |   |
| 6  | <b>Value, celebrate and actively engage First Nations culture and people.</b> | <ul style="list-style-type: none"> <li>- Create culturally safe places and support self-determination.</li> <li>- Promote and pursue improved engagement with First Nations Peoples.</li> <li>- Work with Traditional Owners to develop ways of formalising Council's commitment to reconciliation.</li> <li>- Work with key stakeholders to close the gap in First Nations life outcomes.</li> </ul> |
| The Role of Council: Facilitator/Advocate  |   |   |
| Council Service Areas: Community Engagement, Community Wellbeing,  |   |   |

# Strategic Objective Two

## Our Growing Economy

### The community's vision

- A vibrant and thriving economy with a growing population
- Well supported business and industry
- Diverse employment opportunities
- Engaging and flourishing tourism
- Modern day connectivity; and
- A range of housing options

*"More education and diverse employment opportunities for the younger generation so that they don't have to leave the district."*

*"There will be increased public transportation options."*

*"A region that encourages growth without losing its 'country' feel".*

*"Attracting a more diverse population that is welcomed and contributing to a vibrant social community".*

*"A progressive Shire focused on increased development of tourism, business and industry."*

*"Recognised as one of the best towns to stay in or live in."*

*"A place where there is affordable housing."*

*"I would like to see a massive improvement in the mobile phone coverage and quality plus an advancement in the internet speeds and quality".*

*"More successful businesses and diversity in what shops are around".*

### The Current Context

- Economic development is vital for the future of the Central Goldfields. The success of local business and industry is a priority for communities, and continued support is crucial, and especially so in the rural outlying townships and during COVID response and recovery.
- Tourism in the Central Goldfields is vibrant and diverse with gold and history and heritage and art attracting visitors and well-established events such as Energy Breakthrough.
- Manufacturing, agriculture, health, education, government, trade, retail and hospitality and tourism are driving the current local economy.
- Primary and secondary schools are excellent and local options for post-secondary education is vitally important, so young people have the option to stay in the Central Goldfields. Retaining youth and their talent is imperative for future sustainability and growth.

- Community members highly value and depend on rail and bus connections as they help residents to connect to nearby and major centres for work, study, health services and leisure. Internet and mobile phone use have become even more important to communities with the online economy and growing work from home culture driving this.
- Residents care deeply about the image of the Central Goldfields and want the story of the Shire to be positive, highlighting strengths, assets, achievements, and liveability.

*“I love the determination that people have to make our region great again.”*

*“I love the quietness, how close my home on acreage is to the shops, sporting complexes, my employment and the peace and quiet.”*

## The key challenges

The key challenges that we will need to plan for now and into the future are:

- Attracting new industry/business
- Attracting and promoting tourism
- Support for local business and industry
- Capturing the unique story of gold in the region
- Declining population in rural outlying towns and districts
- Negative perceptions of the Central Goldfields
- Unemployment
- Access to post-secondary education and training and lifelong learning
- Reliable, frequent, and accessible public transportation
- Meeting future housing needs
- Retaining and attracting young people
- Internet and mobile phone affordability and connectivity
- Navigating planning and development processes
- Facilitating a program to enable residential and industrial development

*“I see retaining talent as an issue, where we do not have higher educational facilities, so youth move away and do not necessarily return. We also need to encourage more industry / larger job providers for the economic development of the town.”*

*“We need planning processes that support growth.”*

*“More industry to provide increased job opportunities.” “More frequent public transport services.”*

## Our strategic priorities

### What the community told us to focus on:

- ✓ Population growth/stability
- ✓ Business and industry
- ✓ Education and employment
- ✓ Tourism and heritage

- ✓ Affordable and diverse housing
- ✓ Internet and mobile connectivity

| What we will do...  |   | How we will do it...   |
|---|---|--|
| 1   | <b>Retain and substantially grow our population.</b>                | <ul style="list-style-type: none"> <li>- Promote the liveability of Central Goldfields.</li> <li>- Prioritise investment initiatives that enhance liveability characteristics.</li> <li>- Facilitate efficient and timely planning and approval processes.</li> <li>- Ensure sufficient land is zoned to accommodate residential growth.</li> <li>- Complete planning for a wastewater scheme for Talbot township.</li> <li>- Lobby for fast and regular passenger rail connectivity to Ballarat and Melbourne.</li> <li>- Advocate for reliable, frequent, and accessible public transportation within the Shire.</li> <li>- Support a diversity of housing stock.</li> <li>- Support the provision of affordable housing.</li> <li>- Improve community perception of the Shire and strengthen the aspirational culture.</li> <li>- Actively participate in Regional Economic Development opportunities.</li> </ul> |
| The Role of Council: Provider/Facilitator/Statutory Authority/Advocate  |   |  |
| Council Service Areas: Chief Executive Office, Community Engagement, Community Wellbeing, Infrastructure, Strategy and Economic Development, Statutory Services |   |  |
| 2   | <b>Capitalise on tourism opportunities.</b>                         | <ul style="list-style-type: none"> <li>- Develop, grow, and promote history and heritage, Indigenous, culinary, cycling and walking, arts and culture and nature-based tourism.</li> <li>- Position the Shire as the centre of the Goldfields and draw leverage from the story of gold.</li> <li>- Leverage from visitation to Ballarat and Bendigo.</li> <li>- Expand tourist activity throughout the Shire through existing and new and unique events and experiences.</li> <li>- Showcase existing assets and key experiences.</li> </ul>   |
| The Role of Council: Provider/Facilitator   |   |  |
| Council Service Areas: Strategy and Economic Development, Tourism and Events, Arts and Culture  |   |  |
| 3   | <b>Support existing and new and emerging business and industry.</b> | <ul style="list-style-type: none"> <li>- Attract and support new business and industry and jobs.</li> <li>- Support business recovery from the COVID pandemic.</li> <li>- Strengthen shop and buy-local across the Shire.</li> <li>- Work with business/industry to realise economic and environmental benefits of low-carbon technologies and energy efficient initiatives.</li> </ul>  |

|   |  |  |
|---|--|--|
|   |  | <ul style="list-style-type: none"> <li>- Help business/industry to access opportunities that support adaptation and resilience to the impact of a changing climate.</li> <li>- Support renewable energy and green industry initiatives and projects.</li> <li>- Facilitate training, mentorship, funding and networking opportunities for business.</li> </ul>   |
| The Role of Council: Facilitator/Advocate   |  |  |
| Council Service Areas: Strategy and Economic Development, Infrastructure                              |  |  |
| 4   | <b>Develop a skilled and diverse workforce.</b>          | <ul style="list-style-type: none"> <li>- Work together with partners to improve access to local tertiary education and trade training.</li> <li>- Attract diverse employment opportunities.</li> <li>- Partner with industry and the community to address skills gaps.</li> <li>- Encourage and support social enterprise and entrepreneurship.</li> <li>- Provide pathways between education and employment for youth.</li> </ul> |
| The Role of Council: Facilitator/Advocate   |  |  |
| Council Service Areas: Chief Executive Office, Community Wellbeing, Strategy and Economic Development |  |  |
| 5   | <b>Strengthen digital infrastructure and capability.</b> | <ul style="list-style-type: none"> <li>- Continue to lobby for reliable mobile phone coverage.</li> <li>- Advocate for fast and affordable internet connectivity.</li> <li>- Support and encourage digital literacy and platforms.</li> <li>- Implement Loddon Campaspe Regional Digital Plan.</li> </ul>  |
| The Role of Council: Facilitator /Advocate  |  |  |
| Council Service Areas: Community Engagement, Business Transformation, Chief Executive Office, Finance |  |  |

# Strategic Objective Three

## Our Spaces and Places

### The community's vision

- Sustainable living with green spaces
- A commitment to climate action and less waste
- Protection and preservation of heritage; and
- Engaging places and spaces for people to live, work, play and connect.

*"Focus more on outdoor infrastructure, like bike paths."*

*"I would like to see continued improvement in sporting facilities across the shire (Not just the traditional sports) and the council supporting clubs to help keep membership costs as low as possible".*

*"We need a sustainability plan to guide us through the effects of climate change."*

*"Resources and infrastructure to accommodate our growing and ageing population".*

*"Make climate change central to all decision making and lead by example".*

### The Current Context

- The community places a high value on the extensive heritage buildings and assets throughout the Central Goldfields Shire and are strongly focussed on protecting, maintaining and preserving them. The Central Goldfields Shire has joined with twelve other local governments to present a bid for a world heritage listing of the Central Victorian Goldfields to recognise its outstanding global heritage significance.
- Walking and cycling paths, gardens, parks and playgrounds are a part of daily life and contribute greatly to the health and wellbeing of residents. Sporting and community facilities are highly valued and support a range of sporting and recreational activities such as football, netball, soccer, swimming, and arts and cultural pursuits.
- Community halls are a central gathering place and are an essential hub for social and community gatherings, programs and activities.
- Footpaths support communities to get around; quality footpaths that support accessibility for prams and support safe access for people with a disability and the growing number of ageing community members is a priority.
- A large network of roads connect communities and support essential transportation. Road maintenance and planning is vital for the safety and movement of cars, trucks, public transportation and farming machinery.

- Community members in Central Goldfields care about the environment, are taking up renewable energy opportunities more than ever and are focussed on sustainable living, climate change adaptability and drought preparedness.

*“We have magnificent heritage buildings here.”*

## The key challenges

The key challenges that we will need to plan for now and into the future are:

- Protecting, maintaining and preserving heritage
- Ageing infrastructure
- Extensive road network
- Planning for growth
- Climate change/drought

*“We need more footpaths around town for people and gophers, we shouldn’t have to go on the road.”*

## Strategic priorities

|  |   |  |
|--|---|--|
| <b>What the community told us to focus on:</b> <ul style="list-style-type: none"> <li>✓ Community infrastructure</li> <li>✓ Heritage</li> <li>✓ Sustainability</li> <li>✓ Environment</li> </ul> |   |  |
| <b>What we will do...</b>  |   | <b>How we will do it...</b>  |
| 1  | <b>Provide engaging public spaces.</b>                | <ul style="list-style-type: none"> <li>- Improve and maintain our townships ‘high streets’ to be attractive, engaging, inclusive and safe.</li> <li>- Provide and maintain open spaces, parks, green spaces, playgrounds and reserves.</li> <li>- Activate community to share the greening of the Central Goldfields.</li> <li>- Increase natural shade in open and key public spaces.</li> <li>- Increase the quality and number of walking and cycling paths and trails.</li> <li>- Maintain the cleanliness and amenity and appeal of townships.</li> </ul> |
| The Role of Council: Provider/Statutory Authority  |   |  |
| Council Services: Community Engagement, Operations, Infrastructure, Recreation, Operations   |   |  |
| 2  | <b>Provide infrastructure to meet community need.</b> | <ul style="list-style-type: none"> <li>- Maintain and improve roads and advocate for added investment in roads infrastructure.</li> <li>- Beautify and maintain open spaces and places, encouraging pride of place.</li> </ul>   |

|  |  |  |
|--|--|--|
|  |  | <ul style="list-style-type: none"> <li>- Plan for age friendly infrastructure such as footpaths, seating with a focus on main streets, near schools, aged care facilities, key services and high pedestrian routes.</li> <li>- Deliver asset management plans and capital works programs.</li> <li>- Maximise shared use of facilities.</li> <li>- Actively plan and seek funding opportunities to develop infrastructure to meet community needs.</li> <li>- Utilise planning process to facilitate/encourage appropriate development.</li> </ul> |
|--|--|--|

The Role of Council: Provider/Facilitator/Statutory Authority

Council Service Areas: Community Engagement, Operations, Community Partnerships, Infrastructure, Chief Executive Office

|   |  |  |
|---|--|--|
| 3 | <b>Value and care for our heritage and culture assets.</b> | <ul style="list-style-type: none"> <li>- Plan for growth that is low impact and sensitive to Central Goldfields heritage.</li> <li>- Protect, maintain, and preserve cultural and heritage assets.</li> <li>- Maintain Council’s owned heritage assets.</li> <li>- Partner with Council’s to advocate to UNESCO World Heritage Listing for the Central Victorian Goldfields Region.</li> </ul> |
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The Role of Council: Facilitator/Statutory Authority

Council Service Areas: Infrastructure, Operations, Strategy and Economic Development, Statutory Services

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|---|---------------------------------|---|
| 4 | <b>Manage and reduce waste.</b> | <ul style="list-style-type: none"> <li>- Grow a circular economy to reduce the volume of waste.</li> <li>- Provide diverse waste collection and recovery points.</li> <li>- Educate the community on their role in waste minimisation.</li> <li>- Engage with regional and state-based waste reduction and recovery groups.</li> <li>- Advocate for funding to support waste reduction and recovery initiatives.</li> </ul> |
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The Role of Council: Provider/Facilitator/Advocate

Council Service Areas: Infrastructure, Chief Executive Office

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|---|--|---|
| 5 | <b>Care for the natural environment and take action on climate change.</b> | <ul style="list-style-type: none"> <li>- Work with community and key partners to improve our natural environment.</li> <li>- Develop and implement Corporate Climate Action Plan to reduce Council’s carbon emissions.</li> <li>- Support municipal-wide emissions reduction and community adaptation to climate change by facilitating a collaborative approach with the community.</li> <li>- Learn from and promote indigenous land management practices.</li> <li>- Lead by example with committed action to mitigate and adapt to climate change.</li> </ul> |
|---|--|---|

The Role of Council: Provider/Facilitator/Statutory Authority/Advocate

Council Service Areas: Community Engagement, Statutory Services, Infrastructure, Operations



# Strategic Objective Four

## Leading Change

### The community's vision

- Activated, engaged, and informed citizens who have a say, volunteer, get involved in community matters and activate and foster partnerships to achieve improved community outcomes.
- Good planning, governance, and service delivery
- Transparent decision making; and
- Effective and sustainable financial management.

*"Make sure residents know what is going on".*

*"Commitment from Council on what matters for our community".*

*"Genuine community engagement so our needs, wants and dreams remain central".*

*"Locals that welcome change".*

*"Community leaders with a collaborative leadership style."*

### The Current Context

- Communities look to Council for leadership on partnerships, service provision, sound financial management, planning, and advocacy on matters of importance for the community.
- Genuine opportunities to have a say and be heard and to work together in partnership with Council on the things that matter most are highly valued by the community.
- Community leadership is crucial for the future of the Shire and building the capacity of young and emerging leaders is a key focus for the community.
- The Go Goldfields partnership initiative has been strongly focussed on leading place-based solutions to complex social situations including long term entrenched disadvantage so that all residents have every chance to belong, grow, prosper, and thrive.
- Eight townships have created a Community Plan capturing the needs and priorities for their local communities. Council is working closely with communities to support the implementation of these plans.

### The key challenges

The key challenges that we will need to plan for now and into the future are:

- Trusting working relationships between Council and communities
- Resource equity for outlying rural townships

- Affordable/value for money rates
- Responsive spending
- Volunteering

*“We need good consistent advice from Council”.*

*“I believe we need to afford locals better opportunities to make decisions regarding their future.”*

*“Community groups need more support and more volunteers.”*

## Our strategic priorities

|   |  |   |
|---|--|---|
| <b>What the community told us to focus on:</b> <ul style="list-style-type: none"> <li>✓ Active and engaged citizens</li> <li>✓ Good governance</li> <li>✓ Partnerships</li> <li>✓ Advocacy</li> <li>✓ Leadership</li> </ul> |  |   |
| <b>What we will do...</b>   |  | <b>How we will do it...</b>   |
| 1   | <b>Actively engage, inform and build the leadership capacity of community members and organisations.</b> | <ul style="list-style-type: none"> <li>– Provide opportunities for the community to have a say, engage in deliberation and work collaboratively with Council.</li> <li>– Share information about available grants and education and training opportunities with communities.</li> <li>– Build the capacity of young and emerging leaders through youth leadership and co-design initiatives.</li> <li>– Activate and grow the existing leadership capacity of the community.</li> <li>– Build capacity for community mobilisation on climate action.</li> <li>– Use a variety of community engagement and communication techniques and platforms to engage, connect and communicate with the community.</li> <li>– Educate the community on the work of Council.</li> </ul> |
| The Role of Council: Provider/Facilitator/Advocate  |  |   |
| Council Service Areas: Community Engagement, Chief Executive Office, Community Wellbeing, Business Transformation   |  |   |
| 2   | <b>Provide financial sustainability and good governance.</b>   | <ul style="list-style-type: none"> <li>– Ensure the long-term Central Goldfields Community Vision informs Council Planning.</li> <li>– Develop an Asset Management Plan for the next ten years.</li> <li>– Develop an Annual Action Plan each year to set operational direction.</li> <li>– Develop asset management systems and technology to efficiently prepare short, medium and long-term financial plans.</li> <li>– Deliver the ICT Strategy so that staff and community have appropriate technology to deliver services.</li> </ul>   |

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|   |   | <ul style="list-style-type: none"> <li>- Develop and use a procurement policy and process that facilitates best value outcomes for our community.</li> <li>- Regularly and transparently report to the community on Council performance.</li> <li>- Be a well governed organisation which consistently makes good and ethical decisions and is forward-thinking.</li> <li>- Provide responsive, efficient and effective high-quality customer service.</li> </ul>  |
| The Role of Council: Provider/Facilitator   |   |  |
| Council Service Areas: Chief Executive Office, Community Engagement, Corporate Performance, Business Transformation, Governance, Property and Risk. |   |  |
| 3   | <b>Provide a safe, inclusive and supportive workplace.</b>      | <ul style="list-style-type: none"> <li>- Develop a workforce culture that embraces and supports staff knowledge and experience.</li> <li>- Regularly review and update Occupational Health and Safety policies and practices to ensure a safe workplace.</li> <li>- Support an inclusive workplace that embraces diversity.</li> <li>- Ensure staff have access to Cultural Awareness Training.</li> <li>- Embed gender equity policy and processes to create culture change across the organisation.</li> <li>- Provide contemporary tools and processes to support meaningful engagement at work.</li> </ul>                         |
| The Role of Council: Provider/Facilitator   |   |  |
| Council Service Areas: Corporate Performance, Chief Executive Office  |   |  |
| 4   | <b>Advocate and partner on matters of community importance.</b> | <ul style="list-style-type: none"> <li>- Partner with Go Goldfields and VicHealth to facilitate systems change to drive improved outcomes for children, young people and their families.</li> <li>- Work together with communities to implement township plans.</li> <li>- Participate in advocacy efforts led by Rural Councils Victoria.</li> <li>- Actively advocate and prepare projects that deliver new infrastructure and services that are of importance to our community.</li> <li>- Advocate for mitigation and adaptation programs and infrastructure to address the impacts of climate change on our community.</li> </ul> |
| The Role of Council: Facilitator/Advocate   |   |  |
| Council Service Areas: Chief Executive Office, Community Engagement, Community Wellbeing, Economic Development                                      |   |  |