



Central Goldfields Shire Council

Council Plan 2021–2025

DRAFT



CENTRAL
GOLDFIELDS
SHIRE COUNCIL



Translating and Interpreting Service

English:

If you need an interpreter, please call TIS National on 131 450 and ask them to call Central Goldfields Shire Council on 03 5461 0610. Our business hours are Monday to Friday 9am–4pm. You can also visit the TIS National website for translated information about the service TIS National provides. Visit: www.tisnational.gov.au

Greek:

Αν χρειάζεστε διερμηνέα, καλέστε την TIS National στο 131 450 και ζητήστε να καλέσουν το Central Goldfields Shire στον αριθμό 03 5461 0610. Οι ώρες λειτουργίας μας είναι Monday to Friday 9am–5pm. Σχετικά με τις υπηρεσίες που παρέχονται από την Εθνική Υπηρεσία Διερμηνείας και Μετάφρασης, μπορείτε να επισκεφθείτε και τον ιστότοπο της υπηρεσίας στη διεύθυνση: www.tisnational.gov.au

Tamil:

உங்களுக்கு ஒரு மொழி பெயர்த்துரைப்பாளர் தேவைப்படின. 131 450 ல் தேசிய மொழிபெயர்ப்பு மொழி பெயர்த்துரைப்புச் சேவையை அழைத்து. (இளநசவ லழரச யபநஉல யெஅந) (இளநசவ லழரச யபநஉல phழநெ ரெஅடிநச) அழைக்கும்படி கூறவும். ஏங்கள் பணியக நேரங்களாவன (இளநசவ லழரச டிரளநெளள hழரசள).

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Traditional Chinese:

若你需要口譯員，請撥打TIS National電話131 450並請他們轉接 Central Goldfields Shire 的電話03 5461 0610。我們的工作時間是 Monday to Friday 9am–4pm。你也可以瀏覽TIS National 網站瞭解TIS National 的服務資訊，網址：www.tisnational.gov.au

Dutch:

Als u een tolk nodig hebt, bel dan TIS National (nationale vertaal- en tolkendienst) op 131 450 en vraag hen om de Central Goldfields Shire Council (raad van het zelfstandig gebied van Central Goldfields) te bellen op 03 5461 0610. Onze openingstijden zijn maandag tot vrijdag van 09.00 tot 16.00 u. Op de website van TIS National staat ook vertaalde informatie over de diensten die TIS National levert. Ga naar: www.tisnational.gov.au

German:

Wenn Sie eine Verdolmetschung brauchen, rufen Sie bitte TIS National unter 131 450 an und fragen Sie nach der Central Goldfields Shire Council, Rufnummer 03 5461 0610. Unsere Geschäftszeiten sind montags bis freitags 9:00 bis 16:00 Uhr. Übersetzte Informationen über die Dienstleistungen von TIS National finden Sie auf der Website von TIS National. Besuchen Sie www.tisnational.gov.au.

Tagalog:

Kung kailangan mo ng interpreter, mangyaring tawagan ang TIS National sa 131 450 at hilingin sa kanila na tawagan ang Central Goldfields Shire Council sa 03 5461 0610. Ang aming mga oras ng opisina ay Lunes hanggang Biyernes 9:00 ng umaga hanggang 4:00 ng hapon. Maaari mo ring bisitahin ang website ng TIS National para sa naisalin na impormasyon tungkol sa serbisyon ibinibigay ng TIS National. Bisitahin ang: www.tisnational.gov.au



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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)
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Councillor Liesbeth Long
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0429 108 007



Councillor Gerard Murphy
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Councillor Grace La Vella
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Councillor Wayne Sproull
Wayne.Sproull@cgoldshire.vic.gov.au
0428 985 134



Councillor Geoff Lovett
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Councillor Anna De Villiers
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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.

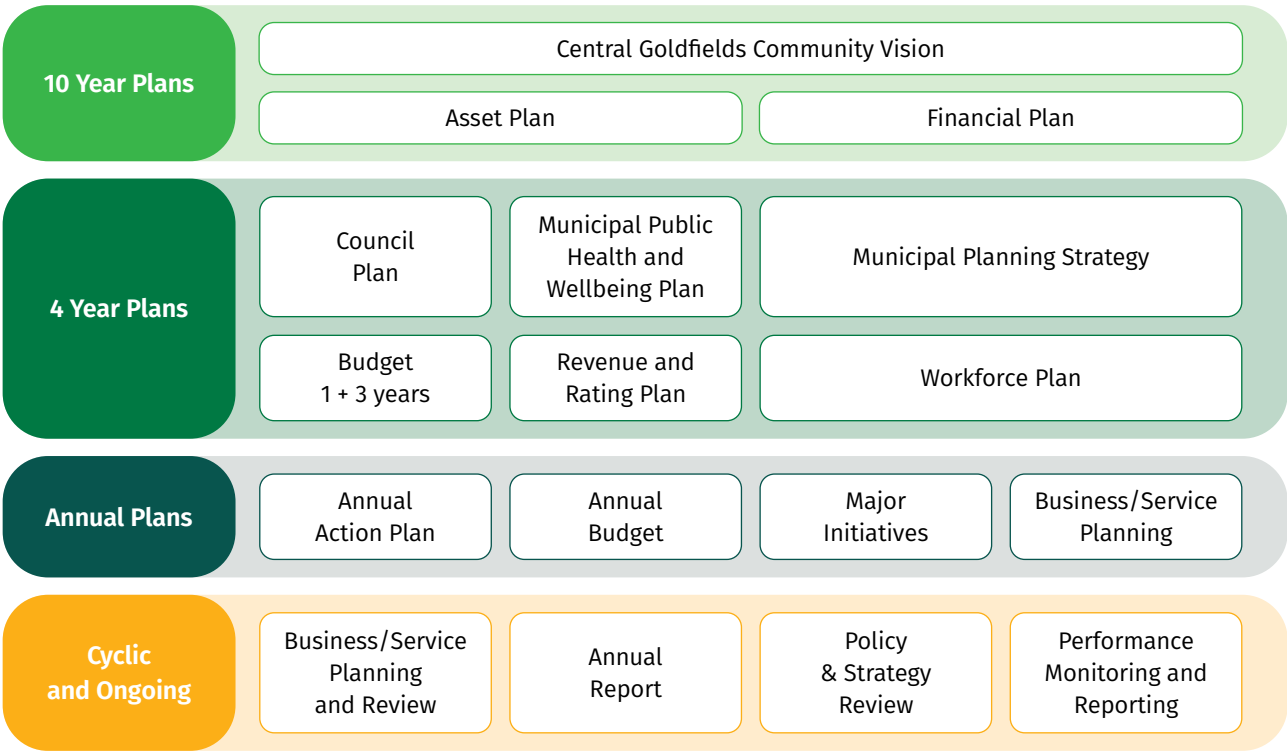
The table below seeks to clarify the different roles Council performs to achieve the strategic priorities in the Council Plan.

Provider	Council is a leading provider of services to achieve this priority
Facilitator	Council facilitates, partners and plans with others to achieve these strategies
Statutory Authority	Council is responsible for legislative requirements
Advocate	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:





Council's Strategy Map

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	✓		✓	
Recreation and Open Space Strategy 2020-2029	✓		✓	
Positive Ageing Strategy 2021	✓		✓	
Gender Equity Strategy 2021-2024	✓			✓
Volunteer Strategy 2021	✓			
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

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 themes:

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

The Community Vision's themes 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.

About our Shire

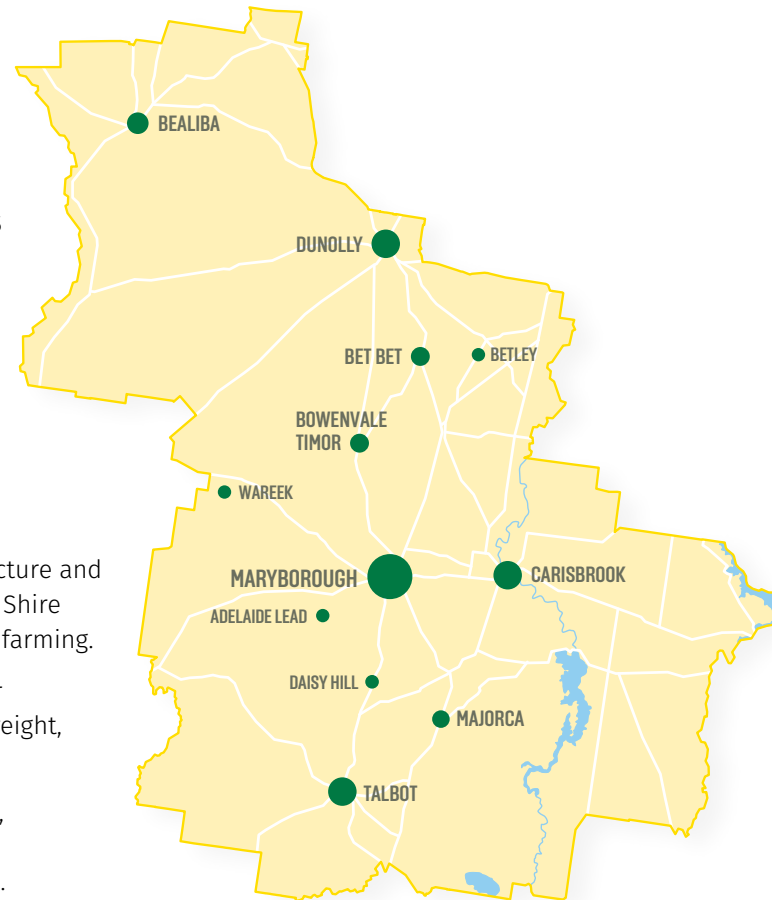
Located at the geographical centre of Victoria, Central Goldfields Shire is within one hour's drive of the regional centres of Ballarat and Bendigo and just two hours from Melbourne.

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...



By gender

- 49 would be male
- 51 would be female



By employment

- 49 work full time
- 37 work part time
- 9 unemployed
- 23 volunteer



By age

- 16 aged < 14
- 10 aged 15-24
- 17 aged 25-44
- 29 aged 45-64
- 25 aged 65-84
- 3 aged > 85



By residence

- 35 live by themselves
- 48 would be couples (without children)
- 31 would be two parent families (with children)
- 20 one parent family



By culture

- 18 born overseas
- 4 speak another language at home
- 2 identify as Aboriginal & Torres Strait Islander



By education

- 13 completed higher education qualification (Diploma level and above)
- 38 did not complete Year 12

- 73 own or mortgage a house
- 22 rent their home
- 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 to see a celebration of community achievements and pride among members for where they live."

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

"Support for mothers, particularly focusing on the first 1,000 days of a child's life (from conception to 3 years old)."

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



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

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

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

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

"More family events in the Shire."

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.

Strategic Objective One

Our Community's Wellbeing

Strategic priorities

What we will do...	How we will do it...
1 Strengthen and build inclusion and community and intergenerational connections.	<ul style="list-style-type: none"> Facilitate and support Council and community led events, programs and activities that focus on building community connections. Provide a diverse range of experiences that are welcoming, accessible for people of all abilities, inclusive and affordable. Encourage and facilitate connections across all age groups through shared activities and social interaction. Celebrate and recognise cultural diversity. Support positive life opportunities for people living with a disability.
The Role of Council: Provider/Facilitator/Advocate	
Council Service Areas: Community Wellbeing, Community Engagement	
2 Nurture and celebrate creativity.	<ul style="list-style-type: none"> Facilitate and support arts, culture and history events and activities. Support and nurture local talent. Support, value and promote community arts.
The Role of Council: Provider/Facilitator	
Council Service Areas: Community Wellbeing, Community Engagement	
3 Support positive life journey development for all residents.	<ul style="list-style-type: none"> Support children aged 0-8 years and their families so children can have the best start in life. Deliver the Go Goldfields Every Child, Every Chance initiative. Provide and encourage welcoming and accessible family friendly facilities and breastfeeding friendliness and acceptance. Actively engage, support, involve and build the leadership capacity of and value the contributions of young people. Partner to co-design health and wellbeing and strategic outcomes with children and young people. Implement the priorities of the Positive Ageing Strategy.
The Role of Council: Provider/Facilitator/Advocate	
Council Service Areas: Community Wellbeing, Infrastructure Assets and Planning	

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

“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.”

What we will do...	How we will do it...
4 Encourage, support and facilitate healthy and safe communities.	<ul style="list-style-type: none"> Support improved health and wellbeing outcomes guided by the priorities of the Municipal Public Health and Wellbeing Plan. Increase the quality and number of walking and cycling paths and trails. Build and support place-based solutions focussed on improved health and wellbeing and socio-economic outcomes. Act on the prevention of violence against women through support for local and regional initiatives. Work together with key partners and the community to promote and enhance community safety. Coordinate Municipal Emergency Management Plans and Committee. Implement flood management plan recommendations and mitigation works including the Carisbrook Flood Levee Project. Advocate for access to high quality healthcare to meet the health and wellbeing needs of the community. Advocate for affordable and suitable housing to meet community needs. Build community resilience to the impact of climate change by facilitating a collaborative approach to climate action, in partnership with the community.
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 Maximise volunteer efforts.	<ul style="list-style-type: none"> Implement the priorities of the Central Goldfields Volunteer Strategy. Engage the next generation of volunteers through creative and non-traditional volunteering opportunities. Continue to promote, recruit, support, empower, value, celebrate and recognise volunteering and community participation.
The Role of Council: Provider/Facilitator	
Council Service Areas: Community Wellbeing, Community Engagement	
6 Value, celebrate and actively engage First Nations culture and people.	<ul style="list-style-type: none"> Create culturally safe places and support self-determination. Promote and pursue improved engagement with First Nations Peoples. Work with Traditional Owners to develop ways of formalising Council's commitment to reconciliation. Work with key stakeholders to close the gap in First Nations life outcomes.
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.”

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

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



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

“More successful businesses and diversity in what shops are around.”

“A progressive Shire focused on increased development of tourism, business and industry.”

“More industry to provide increased job opportunities.”

“We need planning processes that support growth.”

“More frequent public transport services.”

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

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.

Strategic Objective Two

Our Growing Economy

Our strategic priorities

What we will do...	How we will do it...
1 Retain and substantially grow our population.	<ul style="list-style-type: none"> Promote the liveability of Central Goldfields. Prioritise investment initiatives that enhance liveability characteristics. Facilitate efficient and timely planning and approval processes. Ensure sufficient land is zoned to accommodate residential growth. Complete planning for a wastewater scheme for Talbot township. Lobby for fast and regular passenger rail connectivity to Ballarat and Melbourne. Advocate for reliable, frequent, and accessible public transportation within the Shire. Support a diversity of housing stock. Support the provision of affordable housing. Improve community perception of the Shire and strengthen the aspirational culture. Actively participate in Regional Economic Development opportunities.
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 Capitalise on tourism opportunities.	<ul style="list-style-type: none"> Develop, grow, and promote history and heritage, Indigenous, culinary, cycling and walking, arts and culture and nature-based tourism. Position the Shire as the centre of the Goldfields and draw leverage from the story of gold. Leverage from visitation to Ballarat and Bendigo. Expand tourist activity throughout the Shire through existing and new and unique events and experiences. Showcase existing assets and key experiences.
The Role of Council: Provider/Facilitator	
Council Service Areas: Strategy and Economic Development, Tourism and Events, Arts and Culture	

“A region that encourages growth without losing its ‘country’ feel.”

“Recognised as one of the best towns to stay in or live in.”

“There will be increased public transportation options.”

What we will do...	How we will do it...
3 Support existing and new and emerging business and industry.	<ul style="list-style-type: none"> Attract and support new business and industry and jobs. Support business recovery from the COVID pandemic. Strengthen shop and buy-local across the Shire. Work with business/industry to realise economic and environmental benefits of low-carbon technologies and energy efficient initiatives. Help business/industry to access opportunities that support adaptation and resilience to the impact of a changing climate. Support renewable energy and green industry initiatives and projects. Facilitate training, mentorship, funding and networking opportunities for business.
The Role of Council: Facilitator/Advocate	
Council Service Areas: Strategy and Economic Development, Infrastructure	
4 Develop a skilled and diverse workforce.	<ul style="list-style-type: none"> Work together with partners to improve access to local tertiary education and trade training. Attract diverse employment opportunities. Partner with industry and the community to address skills gaps. Encourage and support social enterprise and entrepreneurship. Provide pathways between education and employment for youth.
The Role of Council: Facilitator/Advocate	
Council Service Areas: Chief Executive Office, Community Wellbeing, Strategy and Economic Development	
5 Strengthen digital infrastructure and capability.	<ul style="list-style-type: none"> Continue to lobby for reliable mobile phone coverage. Advocate for fast and affordable internet connectivity. Support and encourage digital literacy and platforms. Implement Loddon Campaspe Regional Digital Plan.
The Role of Council: Facilitator/Advocate	
Council Service Areas: Community Engagement, Business Transformation, Chief Executive Office, Finance	

“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.”

“Attracting a more diverse population that is welcomed and contributing to a vibrant social community.”

“A place where there is affordable housing.”

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.

“We need a sustainability plan to guide us through the effects of climate change.”

“Make climate change central to all decision making and lead by example.”

“Resources and infrastructure to accommodate our growing and ageing population.”

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



“Focus more on outdoor infrastructure, like bike paths.”

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

“We have magnificent heritage buildings here.”

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.

Strategic Objective Three

Our Spaces and Places

Strategic priorities

What we will do...	How we will do it...
1 Provide engaging public spaces.	<ul style="list-style-type: none">■ Improve and maintain our townships ‘high streets’ to be attractive, engaging, inclusive and safe.■ Provide and maintain open spaces, parks, green spaces, playgrounds and reserves.■ Activate community to share the greening of the Central Goldfields.■ Increase natural shade in open and key public spaces.■ Increase the quality and number of walking and cycling paths and trails.■ Maintain the cleanliness and amenity and appeal of townships.
The Role of Council: Provider/Statutory Authority	
Council Services: Community Engagement, Operations, Infrastructure, Recreation, Operations	
2 Provide infrastructure to meet community need.	<ul style="list-style-type: none">■ Maintain and improve roads and advocate for added investment in roads infrastructure.■ Beautify and maintain open spaces and places, encouraging pride of place.■ 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.■ Deliver asset management plans and capital works programs.■ Maximise shared use of facilities.■ Actively plan and seek funding opportunities to develop infrastructure to meet community needs.■ Utilise planning process to facilitate/encourage appropriate development.
The Role of Council: Provider/Facilitator/Statutory Authority	
Council Service Areas: Community Engagement, Operations, Community Partnerships, Infrastructure, Chief Executive Office	
3 Value and care for our heritage and culture assets.	<ul style="list-style-type: none">■ Plan for growth that is low impact and sensitive to Central Goldfields heritage.■ Protect, maintain, and preserve cultural and heritage assets.■ Maintain Council’s owned heritage assets.■ Partner with Council’s to advocate to UNESCO World Heritage Listing for the Central Victorian Goldfields Region.
The Role of Council: Facilitator/Statutory Authority	
Council Service Areas: Infrastructure, Operations, Strategy and Economic Development, Statutory Services	



What we will do...	How we will do it...
4 Manage and reduce waste.	<ul style="list-style-type: none">■ Grow a circular economy to reduce the volume of waste.■ Provide diverse waste collection and recovery points.■ Educate the community on their role in waste minimisation.■ Engage with regional and state-based waste reduction and recovery groups.■ Advocate for funding to support waste reduction and recovery initiatives.
The Role of Council: Provider/Facilitator/Advocate	
Council Service Areas: Infrastructure, Chief Executive Office	
5 Care for the natural environment and take action on climate change.	<ul style="list-style-type: none">■ Work with community and key partners to improve our natural environment.■ Develop and implement Corporate Climate Action Plan to reduce Council’s carbon emissions.■ Support municipal-wide emissions reduction and community adaptation to climate change by facilitating a collaborative approach with the community.■ Learn from and promote indigenous land management practices.■ Lead by example with committed action to mitigate and adapt to climate change.
The Role of Council: Provider/Facilitator/Statutory Authority/Advocate	
Council Service Areas: Community Engagement, Statutory Services, Infrastructure, Operations	

“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.”

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.

“Commitment from Council on what matters for our community.”

“Community leaders with a collaborative leadership style.”

“Community groups need more support and more volunteers.”

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.”

“Locals that welcome change.”

“Make sure residents know what is going on.”



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.

Strategic Objective Four

Leading Change

Our strategic priorities

What we will do...	How we will do it...
1 Actively engage, inform and build the leadership capacity of community members and organisations.	<ul style="list-style-type: none">■ Provide opportunities for the community to have a say, engage in deliberation and work collaboratively with Council.■ Share information about available grants and education and training opportunities with communities.■ Build the capacity of young and emerging leaders through youth leadership and co-design initiatives.■ Activate and grow the existing leadership capacity of the community.■ Build capacity for community mobilisation on climate action.■ Use a variety of community engagement and communication techniques and platforms to engage, connect and communicate with the community.■ Educate the community on the work of Council.
The Role of Council: Provider/Facilitator/Advocate	
Council Service Areas: Community Engagement, Chief Executive Office, Community Wellbeing, Business Transformation	
2 Provide financial sustainability and good governance.	<ul style="list-style-type: none">■ Ensure the long-term Central Goldfields Community Vision informs Council Planning.■ Develop an Asset Management Plan for the next ten years.■ Develop an Annual Action Plan each year to set operational direction.■ Develop asset management systems and technology to efficiently prepare short, medium and long-term financial plans.■ Deliver the ICT Strategy so that staff and community have appropriate technology to deliver services.■ Develop and use a procurement policy and process that facilitates best value outcomes for our community.■ Regularly and transparently report to the community on Council performance.■ Be a well governed organisation which consistently makes good and ethical decisions and is forward-thinking.■ Provide responsive, efficient and effective high-quality customer service.
The Role of Council: Provider/Facilitator	
Council Service Areas: Chief Executive Office, Community Engagement, Corporate Performance, Business Transformation, Governance, Property and Risk.	

What we will do...	How we will do it...
3 Provide a safe, inclusive and supportive workplace.	<ul style="list-style-type: none">■ Develop a workforce culture that embraces and supports staff knowledge and experience.■ Regularly review and update Occupational Health and Safety policies and practices to ensure a safe workplace.■ Support an inclusive workplace that embraces diversity.■ Ensure staff have access to Cultural Awareness Training.■ Embed gender equity policy and processes to create culture change across the organisation.■ Provide contemporary tools and processes to support meaningful engagement at work.
The Role of Council: Provider/Facilitator	
Council Service Areas: Corporate Performance, Chief Executive Office	
4 Advocate and partner on matters of community importance.	<ul style="list-style-type: none">■ Partner with Go Goldfields and VicHealth to facilitate systems change to drive improved outcomes for children, young people and their families.■ Work together with communities to implement township plans.■ Participate in advocacy efforts led by Rural Councils Victoria.■ Actively advocate and prepare projects that deliver new infrastructure and services that are of importance to our community.■ Advocate for mitigation and adaptation programs and infrastructure to address the impacts of climate change on our community.
The Role of Council: Facilitator/Advocate	
Council Service Areas: Chief Executive Office, Community Engagement, Community Wellbeing, Economic Development	

“Genuine community engagement so our needs, wants and dreams remain central.”

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

