



# COUNCIL PLAN 2021-2025

*Mir wimbul*

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## Acknowledgement of Country

The City of Greater Bendigo is on Dja Dja Wurrung and Taungurung Country.

We would like to acknowledge and extend our appreciation to the Dja Dja Wurrung and Taungurung Peoples, the Traditional Owners of the land.

We pay our respects to leaders and Elders past, present and emerging for they hold the memories, the traditions, the culture and the hopes of all Dja Dja Wurrung and Taungurung Peoples.

We express our gratitude in the sharing of this land, our sorrow for the personal, spiritual and cultural costs of that sharing, and our hope that we may walk forward together in harmony and in the spirit of healing.

## Acknowledgement of First Nations People

The City recognises that there are people from many Aboriginal and Torres Strait Islander communities living in Greater Bendigo.

We acknowledge and extend our appreciation to all First Nations Peoples who live and reside in Greater Bendigo on Dja Dja Wurrung and Taungurung Country, and we thank them for their contribution to our community.





# Community vision 2021-2031

*Greater Bendigo celebrates our diverse community.*

*We are welcoming, sustainable and prosperous.*

*Walking hand-in-hand with the Traditional Custodians of this land.*

*Building on our rich heritage for a bright and happy future.*



The community vision is underpinned by five values:

- **Transparency** – honesty and accountability, integrity and clarity of language, to ensure that understandable, clear and concise language is used
- **Sustainability** – a focus on our environment, being both built and natural, and our health, our economy and our heritage
- **Inclusion** – capturing our cultural and community diversity
- **Innovation** – to help with ongoing growth, including creativity, adaption, continuous improvement and efficiency, so as the city and community continues to evolve and prosper
- **Equity** – provide support and give opportunity to others to be part of this community

The community vision and values were developed by a dedicated community panel of 61 residents who were specifically chosen to complete this important work.

This is how the panel described the community vision when it was presented to Council:

*This vision encompasses what it means to be a citizen of Greater Bendigo. As a city and, more importantly, a community. It is important that we recognise the rich heritage that has formed*

*who we are. As a team, we believe this is evidenced in the last sentence. Not only do we reflect on this heritage as a community, we build on it towards a future that all of us can appreciate.*

*When we say ‘all of us’ we mean all of us. Greater Bendigo is an extremely diverse city and region, with community members of all ages, many cultures, religions, sexualities and experiences, and it is of paramount importance that we recognise this.*

*We are also a community that loves festivals and gatherings, and when there is something to celebrate, we celebrate it. As such, this is reflected in the first sentence.*

*We are also an incredibly welcoming people, who place an importance on sustainability. This term covers not only environment but also health (both mental and physical), economy, and a sustenance of culture and heritage.*

*The term ‘prosperous’ is also included to encompass prosperity in all respects.*

*The third sentence is also included as an important step towards reconciliation with the Dja Dja Wurrung and Taungurung Peoples, and it reflects the desire of the community to include the voice of the Traditional Custodians in decision making and events.*

*Thanks very much, we look forward to seeing this vision exemplified as we move towards a bright and happy future, together.*





*Left to right – Cr Andrea Metcalf, Cr Vaughan Williams, Cr Julie Sloan, Cr Greg Penna, Cr Dr Jennifer Alden, Cr David Fagg, Cr Margaret O'Rourke, Cr Rod Fyffe OAM and Cr Matthew Evans.*

## Your Council

The City of Greater Bendigo is represented by nine Councillors, with three Councillors representing each ward.

### Eppalock Ward

#### Cr Matthew Evans

T 4408 6694 M 0437 867 028  
E [m.evans@bendigo.vic.gov.au](mailto:m.evans@bendigo.vic.gov.au)

#### Cr Margaret O'Rourke

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E [m.orourke@bendigo.vic.gov.au](mailto:m.orourke@bendigo.vic.gov.au)

#### Cr Greg Penna

T 4408 6690 M 0429 721 958  
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### Lockwood Ward

#### Mayor Cr Dr Jennifer Alden

T 4408 6695 M 0499 005 735  
E [j.alden@bendigo.vic.gov.au](mailto:j.alden@bendigo.vic.gov.au)

#### Cr Rod Fyffe OAM

T 4408 6688 M 0419 874 015  
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#### Cr Vaughan Williams

T 4408 6696 M 0437 858 776  
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### Whipstick Ward

#### Deputy Mayor Cr Andrea Metcalf

T 4408 6697 M 0499 009 096  
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#### Cr David Fagg

T 4408 6698 M 0437 892 918  
E [d.fagg@bendigo.vic.gov.au](mailto:d.fagg@bendigo.vic.gov.au)

#### Cr Julie Sloan

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E [j.sloan@bendigo.vic.gov.au](mailto:j.sloan@bendigo.vic.gov.au)



# Mayor's foreword



Welcome to the 2021-2025 Greater Bendigo Council Plan.

Councillors are happy to present this plan to the community. It outlines how we want to see Greater Bendigo grow and develop into the future.

This is our document that sets the course for how we will lead and govern for the benefit of everyone.

I am proud that for the first time this document has a dual name in the language of the Dja Dja Wurrung, *Mir wimbul* (meaning community protocol), representing the City of Greater Bendigo's commitment to reconciliation; a first step in delivering on our new community vision and walking hand-in-hand with Traditional Custodians of this land.

This Council wants to be known as progressive, environmentally aware and future-focused, financially responsible, compassionate and fair minded.

We have a unique role to play in supporting the COVID-19 pandemic recovery and renewal, and managing sustainable growth as people move to the regions from metropolitan areas or remain in their hometown. As a Council we are thinking of what people are looking for and the type of communities we need to build for their future. Building resilient communities can be done while enabling economic and business growth, supporting water and food security, and the health of the natural environment.

Over this term, Council hopes to continue to develop strong engagement opportunities with the community to better understand community sentiment and share information.

I thank all residents for the time and energy they have put into sharing their thoughts on the future of Greater Bendigo as part of the Imagine Greater Bendigo process. You clearly told us what you love about our city and region and how you would like to see communities grow and develop.

This plan has carefully considered and refined all your feedback, which reinforced Council is on the right track and that we share the same hopes for the future. Over the coming four years, this plan will support a transparent account of decisions and actions to be taken to improve economic, social and environmental outcomes in our community, all with the intent of leaving the city and region a better place as our legacy.

It also factors in other decision-making, including delivering on previously adopted strategies and plans and Council's

formal acknowledgement of the urgent need for action to address serious future environmental and climate breakdown, as well as our obligations under the *Local Government Act (2020)* and *Gender Equality Act (2020)*.

The actions in this plan seek to deliver on the new community vision and further support Greater Bendigo to grow and develop into the contemporary city and region it is known as, while also acknowledging our heritage and knowing there is always room for improvement to ensure Greater Bendigo is a welcoming, sustainable and prosperous place for everyone.

## Challenges and opportunities

Council's focus is to provide services, facilities and programs to benefit the community in a fair manner, ensuring our resources are used in keeping with the principles of the *Local Government Act (2020)* (the Act) to achieve the best outcomes for everyone, including future generations.

A key piece of feedback received during community consultation was that people most value the 'country town feel' of where they live, so it will be important not to lose this as the community continues to grow.

The idea of 'place making' will be critical to our community's health and wellbeing and also the success of this Council term. Design of vibrant and inclusive places based on the idea of '10 minute neighbourhoods' will ensure people can access most of their daily needs within a 10 minute walk or cycle of where they live, or a drive if they live in rural areas. By doing this it also helps to develop an increased sense of belonging for residents.

What will be our environmental legacy and how will we continue to lessen our environmental footprint? There is an opportunity to be leaders in how we deal with waste, treating it as a resource, and our focus on planting more trees will be critical in cooling our streets and suburbs and making us comfortable during warming temperatures. Doing this will also help to meet another key principle of the Act whereby Councils need to take an active role in promoting environmental sustainability, including climate change risk.

Healthy food can be affordable and quick and easy to prepare, and there is much we can do to break down barriers to improving our health and wellbeing.

Access to local seasonal produce plus helping people learn how to grow and cook food is a high priority, as is the provision of low-cost or free opportunities to exercise and help stay well.

The COVID-19 pandemic has brought into sharp focus the need for Council's work to be inclusive and fair to ensure no-one is left behind. Key ways to do this are through economic development, planning for employment opportunities, such as in the renewable energy industry and manufacturing, supporting access to affordable sustainable housing, the staging of events and art gallery exhibitions that provide pleasure to our community and bring visitors to our region, delivery of infrastructure to support health and wellbeing, and significant business grant support.

Councillors will need to use resources wisely. We know that growing communities expect many services and facilities to be provided, and these will be the subject of discussions as we feel the cumulative impacts of rate capping. Together we will need to decide what will be affordable and fair priorities for investment in communities.

Over the coming years we will need to build on partnerships with State and Federal governments and many others to advocate, collaborate and share resources. We will work to develop spaces such as community hubs to increase the resilience and future happiness and health of our community, and strive to consolidate the successes of Greater Bendigo.

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## CEO message



The Council Plan is a critical document that guides the work of staff at the City of Greater Bendigo.

Following extensive community consultation, we have reaffirmed the community's priorities and staff look forward to delivering on these in partnership with Council.

The goals within this plan will help to deliver on the community vision to create a bright and happy future for us all as we prepare to support a population of 200,000 people by 2050.

I am grateful to residents for sharing their thoughts and ideas of how they see a future Greater Bendigo and what they will need to have the lifestyle and opportunities they want.

Greater Bendigo continues to be a hub for the wider region, so our work also benefits more than just local residents. We share our facilities and events with neighbouring shires, and many see Greater Bendigo as a place to access education, employment, healthcare, business, recreation and cultural attractions.

Over the coming four years, Council's budget will be valued at approximately \$225M each year, so this plan seeks to be innovative while also maintaining ongoing financial viability.

Whatever challenges and opportunities lie ahead, we will continue to adapt as an organisation and respond to community needs while maintaining excellent, high-quality service delivery.

We look forward to your continued input and collaboration through community engagement opportunities on our Let's Talk Greater Bendigo online platform and face-to-face.

Let's keep working together for the benefit of our community.

# About Greater Bendigo

Greater Bendigo population:

**119,980**

(Estimated Resident Population, ABS, 2020)

Population identify as Aboriginal or Torres Strait Islander:

**1.7%<sup>1</sup>**

(ABS, Census of Population and Housing, 2016)

**8%**

of residents born overseas, top 5 countries of birth – United Kingdom, New Zealand, India, Myanmar, Thailand

(ABS Census 2016)

Population growth rate:

**1.8%**

(Estimated Resident Population, ABS, 2019)

Rural population:

**21,144**

(Community ID, 2019)

Population forecast to 2036:

**155,596**

(Forecast ID, 2019)

Catchment area/regional population:

**249,192**

(Estimated Residential Population, ABS 2020 including Campaspe, Central Goldfields, Loddon, Greater Bendigo, Mt Alexander, Macedon Ranges Shires)

Gross Regional Product:

**\$7.923B**

(REMPPLAN, 2019)

Number of businesses:

**8,160**

(ABS, Counts of Australian Businesses by LGA, 2018-19)

Tourism economic impact:

**\$744M**

(Combined overnight and day trip expenditure, YE Mar 2020, Tourism Research Australia)

Domestic day trippers:

**3.37 million**

(YE Mar 2020, Tourism Research Australia)

Domestic overnight visitors:

**1.272 million**

(YE Mar 2020, Tourism Research Australia)

Largest employing industries:  
Healthcare and social assistance,  
retail trade, construction, education  
and training, and manufacturing

(REMPPLAN, viewed 2021)

**Over 90%** of Greater Bendigo's workforce lives locally

(REMPPLAN, viewed 2021)

Manufacturing and mining  
sectors total exports:

**\$2B per annum**

(REMPPLAN, 2020)

**UNESCO City  
of Gastronomy**

First Local Government in Australia to be named a Welcoming City in honour of our commitment to cultural diversity, Aboriginal reconciliation and social cohesion

The 2019 Active Living Census found

**44.5%**

of residents rated their health as excellent or very good

**1 in 10** households in Greater Bendigo are food insecure (they do not have enough to eat). In some areas, this increases to 1 in 5 households

(Active Living Census 2019)

**19.4%** of adults do not feel valued by society. Amongst children aged 3 – 17 years, this proportion was 10.5%

(Active Living Census 2019)

Being time poor is a key barrier to participating in physical activities

(Active Living Census 2019)

1. This figure only includes those individuals who have identified and does not capture large numbers of Aboriginal individuals who did not identify on the Census

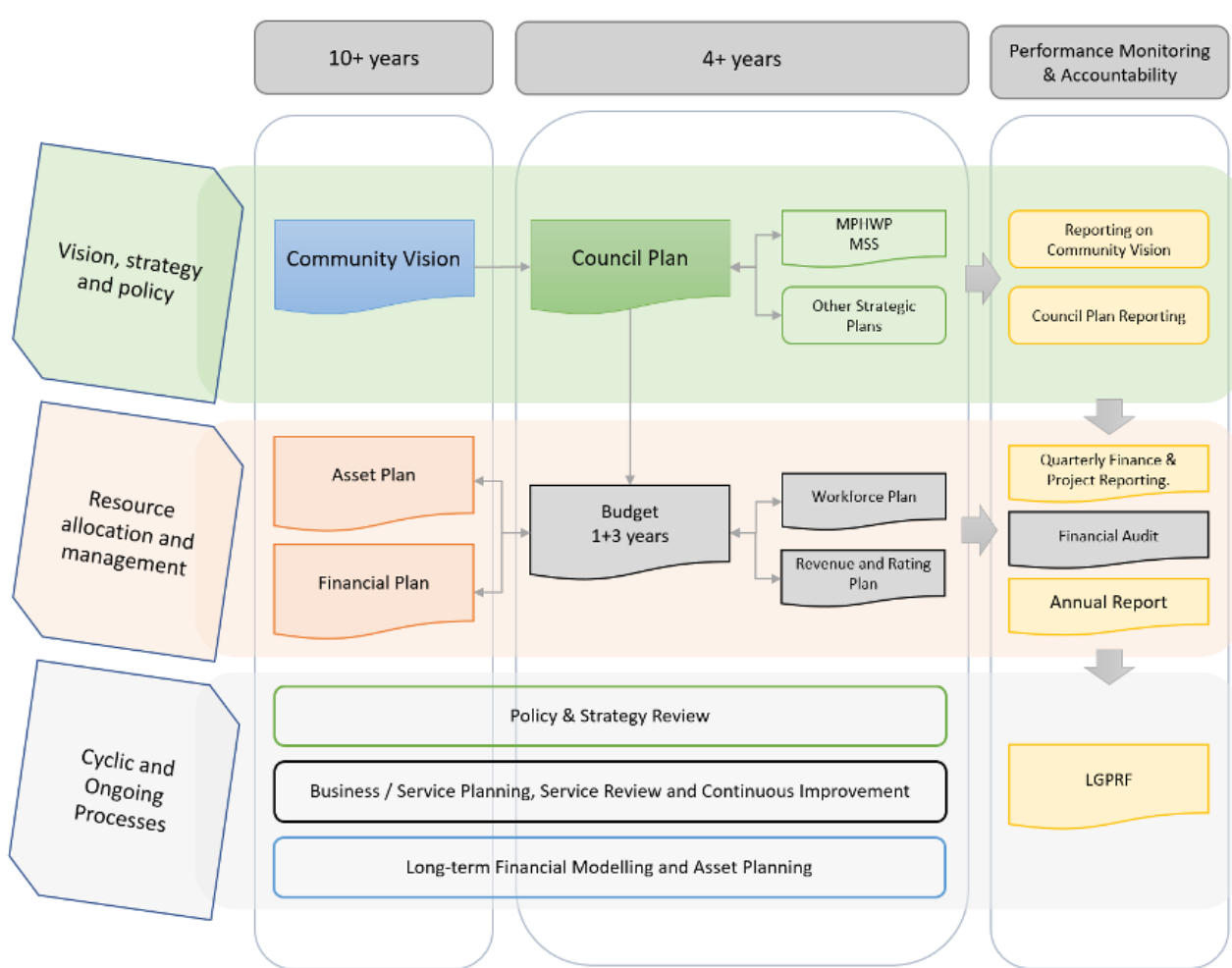
# About the Council Plan

The Council Plan has been informed by the new *Local Government Act (2020)*, *Gender Equality Act (2020)* and Council's August 2019 notice of motion that acknowledged the urgent need for action to address serious future environmental and climate breakdown.

The role of a Council under the *Local Government Act* is to provide good governance for the benefit and wellbeing of

the community. Council must produce this four-year Council Plan, which outlines strategic outcomes, goals, objectives and actions, as well as indicators to measure its success.

The Council Plan is part of the City of Greater Bendigo's integrated strategic framework. This diagram provides an overview of the main legislated elements of the framework:



The new *Local Government Act (2020)* is the first major review of the Act in 30 years.

The new Act is a principles-based Act, meaning it provides guidelines on the way Councils need to lead and govern for their communities. The Act's overarching principles aim to achieve the best outcomes for the community now and into the future:

- Priority to be given to achieving the best outcomes for the municipal community including future generations
- Economic, social, and environmental sustainability (including climate change risk) is to be promoted
- The community is to be engaged in strategic planning and strategic decision making
- Innovation and continuous improvement are to be pursued
- Collaboration with other Councils and statutory bodies is to be pursued
- Ongoing financial viability of the Council is to be ensured
- Regional, state and national plans are to be taken into account
- Transparency of decisions and actions is to be ensured



A key part of the new Act is that a Council must deliberately engage with its community to develop a community vision, Council Plan, Financial Plan and Asset Plan. That means it must select a group of participants to consider a set of issues, weigh up options and make recommendations to Council.

The vision has to capture the community's goals and look at least 10 years into the future. The objectives in this Council Plan and any other strategies or plans developed over the next 10 years need to help deliver on the community vision.

The new *Gender Equality Act (2020)* requires all levels of the public sector to meaningfully work towards gender equality and report every two years on their progress. The development of the community vision, Council Plan and any other future strategies or plans will support Council and staff and policies and services to advance gender equality in the community for everyone.

Actions in the plan to address climate change, development of a climate-resilient community and climate-friendly facilities will help to deliver on Council's previously adopted Notice of Motion.

Through the Notice of Motion, Council acknowledged:

1. The urgent need for action to address the environmental and climate breakdown that poses serious future risks to the health and wellbeing of the people of Greater Bendigo, especially those who are socially and economically the most vulnerable and disadvantaged in our community.
2. That climate risks will impact public health, emergency management, community services and recreation facilities and carry financial and social implications for LGAs requiring a whole-of-Council approach.
3. The current global consensus that cities should be responsive to climate, environmental and biodiversity breakdown, investing in restoration and conservation of biodiversity, and ensuring a resilient city in current and planned actions to mitigate and adapt to the effects of climate change and reduce greenhouse gas emissions.
4. That an internal report on the Council's expenditures aligned to greenhouse gas emissions across Council's business will be prepared by December 31, 2019.
5. The need for budget considerations for the 2020/21 year to incorporate Council-wide mechanisms and allocations to address the risks that climate change presents to the future health and wellbeing of the people of Greater Bendigo.



As our community vision outlines, we look forward to continuing our commitment to reconciliation and walking hand-in-hand with the Traditional Custodians of this land. This is consistent with the new Local Government Act, which recognises that Traditional Owners form part of the 'municipal community' in which they live.

This Council Plan also aims to support Dja Dja Wurrung and Taungurung Recognition Settlement Agreements with the Victorian Government (including specific actions for Local Government), and also the Dja Dja Wurrung and Taungurung strategic plans – *Dhelkunya Dja: Dja Dja Wurrung Country Plan* and *Taungurung Buk Dadbagi: Taungurung Country Plan*. For more information, see Appendix 2.

## Implementing the Council Plan

The Council Plan is made up of various components.

**Outcomes** – these are the main focus areas of the Council Plan. Each outcome has a set of goals, objectives and actions that will help to achieve the community vision.

**Goals** – what we want to achieve for each outcome

**Objective** – how we will achieve the goals

**Actions** – annual actions to achieve the goals

**Key indicators** – how we will measure achievement against each goal

# Our climate change and environment goals

In September 2015, Australia was one of 193 countries to commit to the Sustainable Development Goals (SDGs).

These goals were developed by the United Nations to provide a global roadmap for all countries to work toward a better world for current and future generations.

All stakeholders, including governments, civil society and the private sector, are expected to contribute to the realisation of these goals.

There are 17 goals that the City will align with actions in this Council Plan.

## SUSTAINABLE DEVELOPMENT GOALS







## The role of Council

This is Council's plan for the community and the goals and objectives outlined will help to deliver on the community vision. But it will require a team effort. We have many partners in the community that work to make a difference in how Greater Bendigo grows and develops.

The City of Greater Bendigo cannot and does not do it all, but we thank the Victorian and Australian governments and their associated departments, private industry, health providers, education providers, community organisations, clubs and groups, and our residents for the contribution they make to the future of our city and region.

Where the City does not have a direct delivery role, Councillors and staff advocate to the appropriate level of government. To understand more about the services the City provides, see appendix 1 or the details in the range of strategies included under each of the outcomes.

In the delivery of this plan, the City of Greater Bendigo acts as:

**Provider** – Council directly provides services and/or infrastructure in ways that achieve the aims of its adopted plans and strategies

**Regulator** – Council is responsible for regulating a range of activities throughout the municipality. Ensuring that this legislation and the administration of it is done in a way that is supporting the community vision

**Partner** – Council has many partners across the community to deliver services, infrastructure and events with

**Facilitator** – Council has a role in bringing groups of people and organisations together to support collaborations and new partnerships to create new opportunities and solve problems for the community

**Advocate** – Council advocates on behalf of the community to other levels of government and various other decision makers to deliver the best possible outcomes for Greater Bendigo



# Imagine Greater Bendigo

Imagine Greater Bendigo is the name given to the planning process the City of Greater Bendigo undertook to meet the requirements of the new *Local Government Act (2020)*, in particular that the community be engaged in strategic planning and strategic decision making.

As part of Imagine, community feedback has helped to inform and develop the community vision, Council Plan, Municipal Public Health and Wellbeing Plan, 10-Year Financial Plan and eventually the Asset Plan (due 2022).

The public process started in February 2021 with stage 1. Approximately 1,000 people were reached through listening posts, the 'Imagine it – Draw it' community art project, long and short-form surveys on the online engagement platform Let's Talk Greater Bendigo, and postcards in English, Dinka, Dari and Karen.

Stage 2 of the project focused on bringing together 41 adults and 20 young people over one weekend to form a community panel. They were tasked with considering all the feedback collected during stage 1 and used it to develop a community vision and set of values, and also helped Council prioritise the panel's feedback across seven outcomes – Healthy liveable spaces and places; Strong, inclusive and sustainable economy; A climate-resilient built and natural environment; A community committed to Aboriginal reconciliation; A vibrant, creative community; A safe, welcoming and fair community; and Lead and govern for all.

The adults were independently selected at random to form a group that broadly represented the wider community and a group of 20 young people aged 12 – 24 years were selected via an expression of interest process.

It was Council's commitment following the community panel process to accept the community vision and values, and consider the prioritised feedback.

To help the community to participate through stage 1 and 2, a range of supporting documents were prepared including the 'State of Greater Bendigo' report, which included an analysis of current data, policy documents and strategies at the Local, State and Federal government levels, as well as information on City services and our financial story.

Councillors and City staff used all community feedback and worked together to develop the Council Plan as it is presented today.







# Council Plan – outcomes

The Council Plan is based on seven outcomes, which are the main focus areas of the Council Plan.

Each outcome has a set of goals, objectives and actions that will help to achieve the community vision, and indicators to measure achievement against each goal.

1. **Lead and govern for all**
2. **Healthy, liveable spaces and places**
3. **Strong, inclusive and sustainable economy**
4. **Aboriginal reconciliation**
5. **A climate-resilient built and natural environment**
6. **A vibrant, creative community**
7. **A safe, welcoming and fair community**

## Lead and govern for all

A community that works together to achieve our shared vision.

Documents to support leadership and good governance:

- [Organisation Strategy](#)
- [Council Plan](#)
- [Annual Report](#)
- [Annual Budget](#)
- [Council Meeting agendas](#)
- [Community Engagement Policy](#)



## Healthy, liveable spaces and places

A community where all people can live healthy, safe, harmonious lives in accessible and affordable settings.

Documents to support the health and liveability of our community:

- [Greater Bendigo's Food System Strategy](#)
- [Walk Cycle Greater Bendigo](#)
- [Greater Bendigo Public Space Plan](#)
- [Greater Bendigo Affordable Housing Action Plan](#)
- [Connecting Greater Bendigo: Integrated Transport and Land Use Strategy](#)
- [Integrated Municipal Emergency Management Plan](#)
- [Greater Bendigo Health and Wellbeing Plan](#)
- Greater Bendigo Managed Growth Strategy (in development)
- Climate Change and Environment Strategy 2021-2026



## Strong, inclusive and sustainable economy

An inclusive, sustainable and prosperous community where all people can thrive.

Documents to support the sustainable, economic growth of our community:

- [Economic Development Strategy – A stronger Greater Bendigo 2030](#)
- [Bendigo City Centre Plan](#)
- [Greater Bendigo Industrial Land Development Strategy](#)
- [Commercial Land and Activity Centre Strategy](#)
- [Greater CREATIVE Bendigo](#)
- Bendigo Region Destination Management Plan





## Aboriginal reconciliation

A community that recognises and respects Aboriginal People and culture and enables the self-determination of Traditional Owners.

Documents to support Aboriginal reconciliation:

- [Barpangu \(Build Together\) – Reconciliation Plan](#)
- [Greater CREATIVE Bendigo](#)
- [Climate Change and Environment Strategy 2021-2026](#)
- [Reimagining Bendigo Creek](#)
- [UNESCO City of Gastronomy Implementation Framework and Action Plan](#)



## A climate-resilient built and natural environment

A community featuring healthy regional landscapes and buildings that are developed with the changing climate and earth's resources in mind.

Documents to support our built and natural environment:

- [Climate Change and Environment Strategy 2021-2026](#)
- [Greening Greater Bendigo](#)
- [Reimagining Bendigo Creek](#)
- [Greater Bendigo Health and Wellbeing Plan](#)



## A vibrant, creative community

A community that inspires a culture of creativity, activates its spaces, nurtures and supports talent, champions inclusion and access, and shows the world.

Documents to support our creative community:

- [Greater CREATIVE Bendigo](#)
- [UNESCO City of Gastronomy Implementation Framework and Action Plan](#)
- [Barpangu \(Build Together\) – Reconciliation Plan](#)
- [Bendigo City Centre Plan](#)
- [Economic Development Strategy – A stronger Greater Bendigo 2030](#)



## A safe, welcoming and fair community

A community where people are respected, safe to participate in all aspects of community life and have equitable access to the resources they need.

Documents to support an inclusive community:

- [COVID-19 Relief and Recovery Plan](#)
- [Barpangu \(Build Together\) – Reconciliation Plan](#)
- [Cultural Diversity and Inclusion Plan](#)
- [Greater Bendigo Coalition for Gender Equity Strategy](#)
- [Economic Development Strategy – A stronger Greater Bendigo 2030](#)
- [Greater Bendigo Municipal Public Health and Wellbeing Plan 2017 - 2021](#)
- [Greater Bendigo Social Justice Framework](#)
- [Greater Bendigo Community Volunteering Strategy](#)



# Imagine Greater Bendigo: Council Plan Priorities

## Outcome 1: Lead and govern for all

A community that works together to achieve our shared vision.

Where do we want to be? (Goal)	How will we get there? (Objective)	2021-2022 Actions
<b>1. Accountable, financially responsible, equitable, transparent decision making</b>	<ul style="list-style-type: none"> <li>Establishment of integrated governance, reporting, data management and evaluation systems</li> <li>Better long-term scoping, planning, monitoring and evaluation of projects</li> <li>Focusing on the sustainability of our infrastructure, improve our renewal and maintenance of current assets</li> </ul>	<ul style="list-style-type: none"> <li>Review parking policies</li> <li>Develop a business case to guide the future delivery of Pound and Animal Services</li> <li>Finalise an Early Years Infrastructure Strategy</li> <li>Finalise a Library Services and Infrastructure Strategy</li> <li>Develop a 10-Year Finance Plan, a 10-Year Asset Plan and Workforce Plan</li> <li>Identify ways to better promote procurement opportunities to local businesses</li> <li>Review Council's Procurement Policy and its alignment with Council's strategic goals to strengthen social, economic and environmental impact</li> <li>Finalise Community Grants Policy review</li> </ul>
<b>2. Commitment to innovation, systems improvement and learning</b>	<ul style="list-style-type: none"> <li>Integrate data management and use</li> <li>Developing digital tools and technologies to improve service delivery and our customer experience</li> <li>Enable a customer-focused approach that delivers efficient and responsive service</li> <li>Implement a program of service reviews</li> </ul>	<ul style="list-style-type: none"> <li>Complete a strategic review of key IT systems, security and strategy</li> <li>Develop an approach to integrated data management across Council</li> <li>Complete the masterplan for the Adam Street depot redevelopment</li> <li>Install a new contact centre solution to provide an improved experience for customers contacting Council</li> <li>Implement an enhanced customer complaints investigation framework and system</li> <li>Evaluate the Imagine Greater Bendigo Project.</li> </ul>
<b>3. Active community engagement and excellence in customer service</b>	<ul style="list-style-type: none"> <li>Strengthen our digital engagement capacity and plan for appropriate community engagement to enhance decision making of Council, including the use of deliberative approaches where necessary</li> <li>Develop models for co-management/co-investment of facilities with community</li> <li>Build community understanding of the City's services and strategies</li> <li>Work to employ a greater diversity of staff representative of the wider community</li> <li>Encourage and equip a broader range of the population to stand for Council</li> </ul>	<ul style="list-style-type: none"> <li>Update Council's Community Engagement Toolkit</li> <li>Utilise and promote online community engagement platform Let's Talk Greater Bendigo</li> <li>Implement a program of community engagement for Councillors</li> <li>Identify future opportunities to utilise appropriate deliberative engagement approaches</li> <li>Review the Community Planning model</li> </ul>



Where do we want to be? (Goal)	How will we get there? (Objective)	2021-2022 Actions
<b>4. Leadership that sets a standard for good governance and integrity in action, working in partnership with regional Councils</b>	<ul style="list-style-type: none"> <li>• Implement and evaluate the Organisation Strategy</li> <li>• Work with partners to develop a GovHub for Greater Bendigo.</li> <li>• Prioritise investment in rural/suburban areas/outside the city centre</li> <li>• Advocate for more state and federal funding</li> <li>• Develop a new model for delivery of Library services</li> <li>• Establish and implement a Good Governance Framework</li> <li>• Ensure Council has appropriate policy and practices that align with the Local Government Act 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a comprehensive People and Culture Strategy to invest in our workforce</li> <li>• Continue to plan for transition to the GovHub (including key ICT and intra-agency actions and implications of COVID-19)</li> <li>• Respond to changes to Environment Protection legislation and regulations</li> <li>• Explore the most effective way to provide governance support to committees of management</li> <li>• Finalise the update of the Greater Bendigo Domestic Animal Management Plan</li> </ul>

## Strategic indicators

### Council

- Customer Service satisfaction
- Community engagement – number of people reached
- Community satisfaction with community consultation and engagement
- Satisfaction with community decisions
- Level of staff engagement
- Victorian Auditor General Office (VAGO) financial sustainability indicators
- Percentage of staff who have completed mandatory training

## Outcome 2: Healthy, liveable spaces and places

A community where all people can live healthy, safe, harmonious lives in affordable and accessible settings.

Where do we want to be? (Goal)	How will we get there? (Objective)	2021-2022 Actions
<b>1. Strengthened community health and wellbeing</b>	<ul style="list-style-type: none"> <li>Plan and implement the Greater Bendigo Health and Wellbeing Plan.</li> <li>Lead the Loddon Campaspe Healthy Heart of Victoria initiative</li> <li>Implement actions for Greater Bendigo from the Goldfields Library Plan</li> <li>Invest in Early Years development</li> </ul>	<ul style="list-style-type: none"> <li>Deliver the Greater Bendigo Health and Wellbeing Annual Action Plan</li> <li>Establish a Greater Bendigo Health and Wellbeing Governance and Capability Building Partnership.</li> <li>Deliver the 2021 – 2022 Loddon Campaspe Healthy Heart of Victoria program and secure ongoing funding</li> <li>Finalise the Healthy Facilities Policy</li> <li>Adopt and implement the Reducing Harm from Gambling Policy</li> </ul>
<b>2. A healthy, equitable and sustainable food system.</b>	<ul style="list-style-type: none"> <li>Implement Greater Bendigo's Food System Strategy</li> <li>Assist local producers to transition to sustainable agriculture practices</li> <li>Conduct a rural and environmental study to protect productive agricultural land (as part of the Managed Growth Strategy)</li> </ul>	<ul style="list-style-type: none"> <li>Support the development of the Greater Bendigo Food Hub</li> <li>Commence the development of Urban Agriculture Guidelines</li> <li>Advocate for changes to Victorian Government planning policy that promote healthy food environments</li> </ul>
<b>3. Everyday walking and cycling is easier for all ages and abilities.</b>	<ul style="list-style-type: none"> <li>Implement the Public Space Plan and Walk, Cycle City of Greater Bendigo including defining and implementing a 10-year walking and cycling infrastructure plan</li> </ul>	<ul style="list-style-type: none"> <li>Endorse a priority list of walking and cycling developments and advocate to State and Federal governments for funding</li> <li>Implement Stage 1 of the Ironbark Gully Trail</li> <li>Implement Stage 2 of the Ewing Park development</li> <li>Develop a management plan for the Long Gully Trail</li> <li>Advocate to Parks Victoria for improvements to local tracks and trails and consider Council's strategic role</li> <li>Finalise design and commence construction of the Mundy Street and Hargreaves Street separated cycleways</li> </ul>
<b>4. The supply and quality of affordable housing is increased.</b>	<ul style="list-style-type: none"> <li>Implement the Affordable Housing Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Provide planning support to community housing agencies to assist in attracting Big Build funding to Greater Bendigo</li> <li>Provide support and respond to initiatives from the Big Housing Build program</li> <li>Build collaborations between the public and private housing sectors to support the development of quality affordable housing</li> <li>Investigate options to increase social housing supply on Local and State government land</li> </ul>
<b>5. More sustainable active and public transport services</b>	<ul style="list-style-type: none"> <li>Implement relevant priorities from the Integrated Transport and Land Use Strategy, Walk, Cycle Greater Bendigo and the Climate Change and Environment Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Investigate scooter share scheme</li> <li>Advocate for improved transport links for Bendigo, including improved connections to the Bendigo Metro Train Network</li> <li>Advocate to State Government for a free bus service for the City centre</li> </ul>



Where do we want to be? (Goal)	How will we get there? (Objective)	2021-2022 Actions
<b>6. More people live in 10-minute neighbourhoods</b>	<ul style="list-style-type: none"> <li>• Direct growth to 10-minute neighbourhoods</li> <li>• Develop a network of Community Hubs</li> <li>• Implement the short-medium term priorities of the Public Space Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise the development of the Community Buildings Policy</li> <li>• Develop a Community Hubs Strategy</li> </ul>
<b>7. Sustainable population growth is planned for</b>	<ul style="list-style-type: none"> <li>• Complete the Greater Bendigo Managed Growth Strategy</li> <li>• Advocate for provision of required water and other infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Produce a Managed Growth Strategy Issues and Opportunities Report</li> <li>• Progress the Maiden Gully and Marong Structure Plans and Development Contributions Plans</li> <li>• Progress the strategic planning for Huntly South East (Urban Growth Zone land) Precinct Structure Plan</li> </ul>
<b>8. Targeted investment in services, facilities, and programs to communities most in need</b>	<ul style="list-style-type: none"> <li>• Finalise and implement the Active Bendigo Framework</li> <li>• Finalise and implement the Community Aquatics Strategy</li> <li>• Implement community infrastructure upgrade and renewal projects</li> <li>• Implement the 10-year Asset Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Progress the Catherine McAuley Sports Precinct development</li> <li>• Deliver upgrades to recreation facilities at Strathfieldsaye Club Court</li> <li>• Complete a Master Plan for Marong Recreation Reserve</li> <li>• Undertake detailed design for the Heathcote Integrated Precinct</li> <li>• Undertake planning for the redevelopment of the Peter Krenz Centre</li> <li>• Complete the Kennington Recreation Reserve redevelopment</li> <li>• Procure additional open space for recreation to support implementation of the Golden Square Recreation Reserve Master Plan</li> <li>• Advocate for funding for the Junortoun Sports Precinct</li> <li>• Advocate for funding to support the North Bendigo Recreation Reserve Redevelopment</li> </ul>

## Strategic indicators

### Community

- How residents rate their health
- Proportion of adults and children who ran out of food and could not afford to buy more
- Proportion of social housing dwellings
- Percentage of dwellings within urban Bendigo within 600m of a bus stop

### Council

- Financial investment in footpaths, walking and cycling infrastructure (new and upgrades)
- Proportion of City-owned or managed facilities that provide healthy food options

## Outcome 3: Strong, inclusive and sustainable economy

An inclusive, sustainable and prosperous community where all people can thrive.

Where do we want to be? (Goal)	How will we get there? (Objective)	2021-2022 Actions
<b>1. Inclusive employment opportunities for all, sustainable jobs and investment and a diverse economy</b>	<ul style="list-style-type: none"> <li>• Implement economic development strategy, A Stronger Greater Bendigo 2030</li> <li>• Support the redevelopment of the Bendigo Showgrounds</li> <li>• Upgrade the Bendigo Livestock Exchange</li> <li>• Support the roll out of the Startup Central Victoria project to support regional innovation</li> <li>• Support the development of the Bendigo Regional Dementia in Heathcote</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a governance and partnership model for implementation of a Stronger Greater Bendigo</li> <li>• Support COVID-19 relief and recovery initiatives including the Jobs Advocate, Business Concierge and Hospitality; and Community Employment Connector programs</li> <li>• Implement the Small Business Grants Program</li> <li>• Develop an investment prospectus for the City (Invest Bendigo) and Loddon Mallee region</li> <li>• Finalise costings and scope for increased shade at the Bendigo Livestock Exchange</li> <li>• Complete upgrade works at the Bendigo Showgrounds</li> <li>• Support the implementation of applied Research and Development programs (Advanced Manufacturing) with La Trobe and Deakin universities</li> <li>• Commence development of an Employment Strategy for Greater Bendigo that responds to the Macklin Review</li> <li>• Advocate for and support the development of the Bendigo Regional Dementia Village in Heathcote</li> </ul>
<b>2. Education and training pathways that fulfil the city's employment needs</b>	<ul style="list-style-type: none"> <li>• Work with local education and training providers to respond to community needs</li> <li>• Implement the Early Years Infrastructure Strategy</li> <li>• Support the continued roll out of the Bendigo Education Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in the Schools Industry Roundtable as part of the Bendigo Education Plan implementation</li> <li>• Implement immediate actions from the Early Years Infrastructure Strategy</li> <li>• Advocate to La Trobe University to introduce a Bachelor of Environmental Health training</li> <li>• Identify emerging industry trends to better support career pathways, mapping and planning</li> </ul>
<b>3. A transformed and revitalised City Centre</b>	<ul style="list-style-type: none"> <li>• Implement the City Centre Plan</li> <li>• Support the roll out of 100GB Bendigo, establishing Greater Bendigo as the technology hub of Victoria</li> </ul>	<ul style="list-style-type: none"> <li>• Following completion of the current trial, update Council's Outdoor Dining Policy</li> <li>• Review the Outdoor Dining Code of Practice</li> <li>• Develop a planning scheme amendment to implement the City Centre Plan</li> <li>• Continue the Hargreaves Mall beautification, including installation of the proposed shade structure and large LED screen</li> <li>• Develop a planning scheme amendment for the removal of minimum car parking rates from the Greater Bendigo Planning Scheme</li> <li>• Commence planning stage for the proposed multi-deck car park in Market Street</li> <li>• Deliver a business case that helps support ongoing investment in connectivity improvements for Bendigo and the Loddon Campaspe region</li> <li>• Deliver a regional prospectus to attract additional funding for improvement to connectivity, digital skills, and capability for Bendigo and the region</li> </ul>



Where do we want to be? (Goal)	How will we get there? (Objective)	2021-2022 Actions
<b>4. Employment land available for industry expansion and attraction.</b>	<ul style="list-style-type: none"> <li>• Implement the Industrial Land Strategy</li> <li>• Deliver a large-scale employment (industrial land) precinct in Greater Bendigo</li> </ul>	<ul style="list-style-type: none"> <li>• Complete background planning studies to inform the delivery of the employment precinct</li> <li>• Work to secure land and commence advocacy for investment in required supporting infrastructure</li> </ul>
<b>5. A strong vibrant tourism sector</b>	<ul style="list-style-type: none"> <li>• Implement the Bendigo Regional Destination Management Plan</li> <li>• Continue development of the Bendigo Airport Terminal and business park.</li> <li>• Continue to implement the Bendigo Botanic Gardens Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a comprehensive events program post-COVID</li> <li>• Explore opportunities for eco-tourism</li> <li>• Commence next stage of the Bendigo Airport redevelopment project including the business park and terminal expansion</li> <li>• Commence the Bendigo Tramways expansion project</li> <li>• Commence construction of the Bendigo Botanic Gardens Central Hub Precinct</li> <li>• Advocate for the recognition, support and development of the City and region's artisanal agriculture industry and link them with local and regional tourism promotion and marketing</li> </ul>
<b>6. Improved safe freight networks</b>	<ul style="list-style-type: none"> <li>• Implement priorities from the Integrated Transport and Land Use Strategy and Road Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a city-wide freight corridor and precinct plan to take Greater Bendigo and its growing freight task into the future</li> </ul>
<b>7. Work towards developing a major events precinct in Greater Bendigo</b>	<ul style="list-style-type: none"> <li>• Identify a suitable location for a major events precinct (new or existing)</li> <li>• Work with the community to develop a vision and concept for the site</li> <li>• Advocate for funding to establish the precinct</li> </ul>	

## Strategic indicators

### Community

- Total value of Gross Regional Product (total and per capita)
- Employment growth (number of jobs created)
- Labour force participation rates (number of people employed, unemployed, retired)
- Year 12 or equivalent education completion levels
- Percentage of market share for tourism domestic one day trips and overnight stays

### Council

- Number of volunteers, trainees, apprentices and graduate programs (general and targeted)
- Level of local procurement as a percentage of total

## Outcome 4: Aboriginal reconciliation

A community that recognises and respects Aboriginal people and culture and enables the self-determination of Traditional Owners.

Where do we want to be? (Goal)	How will we get there? (Objective)	2021-2022 Actions
<b>1. Respecting and celebrating our Traditional Owners and Aboriginal and Torres Strait Islander Peoples and cultures through all levels of our organisation</b>	<ul style="list-style-type: none"> <li>• Implement Barpangu (Reconciliation Plan)</li> <li>• Provision of support for NAIDOC and Reconciliation weeks</li> <li>• Implementation of the Aboriginal Place Naming Project</li> <li>• Implementing the City of Gastronomy Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Identify three potential Aboriginal place naming sites across Greater Bendigo</li> <li>• Work with the Bendigo and District Aboriginal Cooperative to develop and implement a pilot Cultural Safety Training Package for the City</li> <li>• Explore and seek funding to support the presentation of public art created by Aboriginal and Torres Strait Islander artists</li> <li>• Support the development of the Dja Dja Wurrung Commercial and Cultural Centre</li> </ul>
<b>2. Strengthening our trust, relationships and partnerships with Traditional Owners and the Aboriginal and Torres Strait Islander community</b>	<ul style="list-style-type: none"> <li>• Implement Barpangu (Reconciliation Plan)</li> <li>• Implement Climate Change and Environment Strategy</li> <li>• Strengthen partnership and collaboration work in alignment with the principles agreed in the respective Memorandums of Understanding</li> <li>• Support and empower Traditional Owners' priorities in public land and cultural landscape management</li> </ul>	<ul style="list-style-type: none"> <li>• Establish annual strategic meetings between the City and the Dja Dja Wurrung and Taungurung Traditional Owners to determine projects for collaboration and improve engagement</li> <li>• Finalise Memorandum of Understanding with the Dja Dja Wurrung and Taungurung Traditional Owner Groups to strengthen collaboration</li> <li>• Establish an agreed approach to Land Use Activity Agreement (LUAA) negotiations</li> <li>• Work with Bendigo and District Aboriginal Cooperative to review the City's documentation and processes to increase cultural safety</li> <li>• Commence strategic and operational meetings with the Dja Dja Wurrung and Taungurung Traditional Owners on their respective priorities for public land and cultural landscape management</li> </ul>
<b>3. Enhanced wellbeing of our Aboriginal and Torres Strait Islander community</b>	<ul style="list-style-type: none"> <li>• Implement Barpangu (Reconciliation Plan)</li> <li>• Implement the Greater Bendigo Health and Wellbeing Plan</li> <li>• Strengthen Council's Procurement Policy</li> <li>• Strengthen Council's employment practices</li> <li>• Implement Greater Creative Bendigo</li> <li>• Implement A Stronger Greater Bendigo 2030</li> </ul>	<ul style="list-style-type: none"> <li>• Commence implementation of the recommendations of the 'Improving Aboriginal Procurement in Local Government' project in partnership with Loddon and Mount Alexander Shire Councils</li> <li>• Develop an Aboriginal Employment and Retention Plan</li> <li>• Establish a Mentoring Support Program for Aboriginal employees at the City</li> </ul>

### Strategic indicators

#### Council

- Percentage increase in Aboriginal business procurement
- Percentage of Aboriginal and Torres Strait Islander employment
- Proportion of staff who have participated in cultural awareness training



## Outcome 5: A climate resilient and healthy landscape

A regional community that enjoys a restored and thriving natural environment.

Please refer to the *Climate Change and Environment Strategy* and the *implementation plan* for the complete list of targets and actions relating to sustainability outcomes.

Where do we want to be? (Goal)	How will we get there? (Objective)	2021-2022 Actions
<b>1. Zero carbon</b>	<ul style="list-style-type: none"> <li>• Implement the Climate Change and Environment Strategy 2021-2026</li> <li>• Use 100% renewable electricity and transition to locally-generated renewable energy</li> <li>• Increase Council building energy efficiency</li> <li>• Transition off fossil gas</li> <li>• Transition to an electric fleet</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and facilitate the Greater Bendigo Climate Collaboration</li> <li>• Implement the Power it from the Rooftops (solar program)</li> <li>• Develop a Zero Carbon Reserve</li> <li>• Prepare a business case to significantly reduce carbon emissions for Council's fleet and incentivise the use of e-bikes/e-scooters</li> <li>• Commence transitioning away from fossil gas in Council facilities</li> <li>• Utilise the planning system to advance zero carbon developments as part of a planning scheme amendment</li> </ul>
<b>2. Circular economy</b>	<ul style="list-style-type: none"> <li>• Implement the Circular Economy and Zero Waste Policy</li> <li>• Implement the single use plastics policy</li> <li>• Engage with the community to reuse and recycle materials</li> <li>• Support businesses to procure and supply recycled content, reused material, or take-back products in their business</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the Circular Economy Expression of Interest process</li> <li>• Explore the potential for a fortnightly food organics and general waste kerbside collection system</li> <li>• Complete the Eaglehawk landfill remediation stage 1</li> <li>• Commence implementation of a glass collection system</li> </ul>
<b>3. Thriving landscapes and ecosystems</b>	<ul style="list-style-type: none"> <li>• Implement relevant priorities from the Greater Bendigo Public Space Plan</li> <li>• Implement Greening Greater Bendigo</li> <li>• Develop and implement a Biodiversity Policy</li> <li>• Develop and implement a management and monitoring plan for ecological restoration projects on Council-managed land</li> <li>• Increase involvement of Traditional Owners in the management of public spaces</li> <li>• Engage the wider community in actions to support our goals</li> </ul>	<ul style="list-style-type: none"> <li>• Plant 3,000 street trees across Greater Bendigo</li> <li>• Develop a significant tree register</li> <li>• Scope a Gateway Study for Big Hill and Mandurang landscape preservation</li> <li>• Develop a Biodiversity Policy</li> </ul>

Where do we want to be? (Goal)	How will we get there? (Objective)	2021-2022 Actions
<b>4. Water Sensitive Bendigo</b>	<ul style="list-style-type: none"> <li>• Implement Reimagining Bendigo Creek</li> <li>• Monitor and raise awareness about waterway health across the city and region</li> <li>• Retrofit urban catchments with flood mitigation and Water Sensitive Urban Design Infrastructure. Identify and implement alternative water supply and water efficiency infrastructure for Council's assets</li> <li>• Support and facilitate water security planning</li> <li>• Advance the adoption of Water Sensitive Urban Design principles in new developments and urban renewals</li> <li>• Implement the Domestic Waste Water Management Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for investment via the Water Sensitive Bendigo partnership, including seeking funding for the Reimagining Bendigo Creek prospectus</li> <li>• Advocate and support the identification of a long-term management solution for Bendigo's mining-impacted groundwater by supporting the Bendigo Groundwater Project</li> </ul>

## Strategic indicators

### Community

- Carbon emissions
- Community solar uptake

### Council

- Council's carbon emissions
- Percentage of lightweight fleet that are electric
- Amount of waste to landfill per head of population
- Investment in tree planting
- Percentage of City procurement spent on reused/ recycled content goods/materials
- Percentage of City investment in fossil fuels



## Outcome 6: A vibrant, creative community

A community that inspires a culture of creativity, activates its spaces, nurtures and supports talent, champions inclusion and access, and shows the world.

Where do we want to be? (Goal)	How will we get there? (Objective)	2021-2022 Actions
<b>1. A culture of creativity</b>	<ul style="list-style-type: none"> <li>Implement Greater CREATIVE Bendigo</li> <li>Create opportunities to promote the unique contribution of our Aboriginal and Torres Strait Islander creatives</li> </ul>	<ul style="list-style-type: none"> <li>Work with local artists and creatives to run an art-based workshop/training session for Aboriginal young people</li> </ul>
<b>2. More activated spaces</b>	<ul style="list-style-type: none"> <li>Develop and implement a Public Art Strategy and Policy</li> <li>Expand the Bendigo Art Gallery</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Public Art Strategy and Policy</li> <li>Advocate for State and Federal funding for Bendigo Art Gallery expansion</li> <li>Commence redevelopment of the Municipal Baths in Rosalind Park</li> </ul>
<b>3. Nurturing and supporting talent and championing inclusion and access for creatives</b>	<ul style="list-style-type: none"> <li>Hold regular networking events, mentoring and grant opportunities</li> <li>Establish a digital strategy for creative industries</li> <li>Develop artist-in-residence programs that connect business and creatives</li> <li>Explore opportunities for career pathways in creative industries for young people</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that Greater Bendigo's events include opportunities for local creative industries and performers</li> <li>Investigate establishing a multicultural hub for creativity that provides space for communities from diverse cultural backgrounds</li> <li>Increase the visibility of Aboriginal culture, history and landscapes across Greater Bendigo through public art, interpretative signage, public performances and initiatives</li> </ul>
<b>4. Build international recognition for our designation as a UNESCO Creative City of Gastronomy</b>	<ul style="list-style-type: none"> <li>Implement the Creative City of Gastronomy Implementation Framework and Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Work with Dja Dja Wurrung to develop and promote the Seasonal Times: Six Seasons Calendar</li> <li>Promote and support a focus on gastronomy in the Bendigo Writers Festival 2022</li> </ul>
<b>5. Recognise and celebrate our significant national and international heritage</b>	<ul style="list-style-type: none"> <li>Develop a Heritage Strategy</li> <li>Complete heritage studies and review old studies, including information about Aboriginal culture and history and post-contact history, and contributions from other cultural groups (e.g. Chinese)</li> <li>Complete the Gas Works project</li> <li>Support the bid for World Heritage listing for the Central Victorian Goldfields Region</li> <li>Redevelop the National Chinese Museum of Australia (Golden Dragon Museum)</li> <li>Expand the Central Deborah Gold Mine</li> <li>Complete the Municipal Baths project</li> </ul>	<ul style="list-style-type: none"> <li>Develop a priority list for future heritage studies</li> <li>Complete the Bendigo City Centre Heritage Study Stage 2 – Precincts</li> <li>Complete a Heritage Study for Victoria Hill</li> <li>Prepare an update of the master plan for the Gas Works to facilitate activation</li> <li>Advocate for funding for the World Heritage listing of the Central Victorian goldfields</li> <li>Complete an updated master plan and business case for Golden Dragon Museum expansion</li> <li>Complete upgrade works at the Golden Dragon Museum</li> </ul>

### Strategic indicators

#### Community

- Number of jobs in creative industries

#### Council

- Value of grants provided to local creative industries sector
- Value of commissioned work
- Percentage of Greater Bendigo covered by contemporary heritage assessment
- Local arts, culture and events supported

## Outcome 7: A safe, welcoming and fair community

A community where people are respected, safe to participate in all aspects of community life and have equitable access to the resources they need.

Where do we want to be? (Goal)	How will we get there? (Objective)	2021-2022 Actions
<b>1. A community that values gender equity and is free from violence against women</b>	<ul style="list-style-type: none"> <li>Implement initiatives from the Coalition for Gender Equity Strategy</li> <li>Ensure compliance with the Gender Equality Act 2020</li> <li>Work with local partners to prevent violence against women</li> </ul>	<ul style="list-style-type: none"> <li>Complete the City of Greater Bendigo Workplace Gender Equality Action Plan</li> <li>Build organisational capacity in Gender Impact Assessment and conduct on relevant services and policies</li> <li>Commence development of a Women and Girls Recreation Strategy</li> <li>Explore temporary accommodation for companion animals of people fleeing family violence and/or experiencing homelessness or financial hardship</li> </ul>
<b>2. A welcoming community that understands and respects cultural and religious differences and supports multiculturalism</b>	<ul style="list-style-type: none"> <li>Finalise and implement the Cultural Diversity and Inclusion Plan (CDIP)</li> </ul>	<ul style="list-style-type: none"> <li>Finalise development of the Cultural Diversity and Inclusion Plan</li> <li>Support the Intercultural Ambassadors Program</li> <li>Explore the placement of welcoming signage across the municipality</li> </ul>
<b>3. Young people are supported to explore, engage and be empowered to shape the world they live in</b>	<ul style="list-style-type: none"> <li>Provide support to the Greater Bendigo Youth Council</li> <li>Implement youth-focused actions from the Greater Bendigo Health and Wellbeing Plan</li> <li>Partner with other youth services across Greater Bendigo to strengthen collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Complete the evaluation of the Youth Strategy and identify future objectives and initiatives</li> <li>Increase investment in youth services</li> <li>Consult with local youth service providers regarding the need to establish a local service network</li> </ul>
<b>4. A community that values and engages with people of all ages, abilities, genders and sexualities</b>	<ul style="list-style-type: none"> <li>Promote Connect Greater Bendigo</li> <li>Implement the Community Volunteering Strategy</li> <li>Strengthen Greater Bendigo as a Child Friendly / Age Friendly / Welcoming City</li> <li>Improve disability access across Greater Bendigo</li> <li>Celebrate our LGBTQIA+ community</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for funding to improve accessibility of community facilities</li> <li>Engage with children and young people to identify opportunities to strengthen the Greater Bendigo Health and Wellbeing Plan and supporting actions</li> <li>Explore opportunities to strengthen community engagement with the LGBTQIA+ community</li> </ul>
<b>5. A community that feels safe</b>	<ul style="list-style-type: none"> <li>Develop and implement a Community Safety Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Commence development of a Community Safety Strategy</li> </ul>
<b>6. A community that promotes equity and addresses poverty and disadvantage</b>	<ul style="list-style-type: none"> <li>Implement the recommendations of the Bendigo Human Rights Charter evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Social Justice Framework</li> <li>Advocate for improved digital connectivity of areas with limited access and training for digital literacy</li> <li>Identify an approach to build capacity of disadvantaged neighbourhoods to access Council grants</li> <li>Continue to develop and deliver initiatives to support our community to recover from the impact of COVID-19</li> <li>Develop an investment framework to progress equity, social justice, and fairness</li> </ul>

Where do we want to be? (Goal)	How will we get there? (Objective)	2021-2022 Actions
<b>7. Emergencies are prevented or mitigated</b>	<ul style="list-style-type: none"> <li>• Implement the Integrated Municipal Emergency Management Plan</li> <li>• Implement the Municipal Fire Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Support the delivery of the COVID-19 Community Relief and Recovery Plan</li> <li>• Advocate for funding of works to protect Epsom and Huntly as identified in the Epsom Ascot Huntly Flood Mitigation Study</li> <li>• Investigate the need to develop further flood studies</li> <li>• Investigate opportunities for bushfire mitigation</li> </ul>

## Strategic indicators

### Community

- Reported experiences of racial and religious discrimination
- Community perceptions of safety
- Community perceptions of community inclusion
- Family violence incidents

### Council

- Workplace Gender Equality indicators
- People Matter Survey outcome
- Participation of staff in inclusion, access and community safety training
- Percentage of rate payers on payment arrangements



# Appendix 1

## City of Greater Bendigo services

The City of Greater Bendigo delivers 69 services that focus on the health, economic, social, cultural and environmental wellbeing of our region. Services include:

**Animal services** – focus on responsible pet ownership. This is done through animal registration, the provision of public spaces where people can exercise their dogs and a ranger service to pick up wandering animals. The Bendigo Animal Relief Centre (BARC) is a shelter to house lost pets and is also an adoption centre for animals.

**Arboriculture** – protect and maintain the City's trees in urban and rural areas, increase urban shade, and protect significant and heritage trees.

**Bendigo Airport** – offers a range of commercial and light aircraft operations, including emergency services, flight training and recreational flying, corporate and charter operations, as well as Qantas flights between Bendigo and Sydney.

**Bendigo Art Gallery** – the collection includes Australian art from the 1850s to the present day, a special collection of art from the Bendigo goldfields, and 19th century European paintings, sculptures and decorative arts. The gallery also hosts an exciting exhibition program that delivers many economic benefits. The Post Office Gallery, located in the Bendigo Visitor Centre, is a satellite gallery that hosts a changing annual exhibition program.

**Bendigo Venues and Events** – manages The Capital and Ulumbarra theatres, Bendigo Town Hall, Dudley House and The Engine Room (the old Fire Station), and supports large-scale events such as the Bendigo Writers Festival and coordinates ticketing for local events. It also provides support for local artists.

**Community organisation support** – partner with residents, community groups, organisations and government to ensure all people in the community have opportunities to learn, make connections to other people and groups, have a say and contribute to their community.

**Community safety** – partner with local organisations and groups that make it possible for people to live free from violence, to deal with emergencies and to cope with the impact of climate change.

**Customer support** – The City's Customer Service Centres help our community in-person and over the phone, email and webchat.

**Early Learning Centres** – Provide high quality early years education and care to children in the years before they enter formal education, from 12 weeks until they start school.

**Economic development** – deliver a range of initiatives and support to help businesses start or grow, such as webinars, accessing grants, mentoring support, facilitating opportunities to expand or work differently (e.g. outdoor dining), and attracting businesses to the region.

**Health promotion** – support the Greater Bendigo community to be more physically active, consume healthy food and reduce harmful behaviours.

**Health protection** – Environmental Health Officers inspect, educate and regulate a range of businesses, manage the disposal of sharps, monitor issues in the surrounding environment such as unreasonable noise and odour, and control pest animals on Council land. Staff inspect all registered food, accommodation, beauty, hair and tattooing businesses to protect the public's health. They also issue permits for septic tank and wastewater systems, monitor lakes for blue-green algae and routinely inspect water quality at all public pools.

**Heritage and formal gardens** – maintain, protect and enhance the City's more than 20 heritage and formal gardens and monuments.

**Home support services** – short-term support to clients so they can regain capacity to look after themselves as much as possible. Services include domestic assistance, grocery shopping, personal care, respite care, social support, food delivery, and home maintenance

**Immunisation** – responsible for immunising children under the age of 18 and parents, grandparents and carers of young children, and administering the flu vaccine to adults over the age of 65 and all Aboriginal and Torres Strait Islanders.

**Livestock Exchange** – where agricultural producers buy and sell sheep and cattle at weekly sales.

**Major events** – attract and retain major events in Greater Bendigo that deliver social and economic benefit. Events include sport, arts and culture, food and wine, agriculture, car clubs, music and business events

**Maternal and Child Health service (MCH)** – MCH nurses support the health and wellbeing of children and their families. MCH centres offer child growth and development assessments, referrals to other health agencies, health and early parenting information, links to community resources and new parents' groups.

**Natural reserves** – Maintain the City's 170 natural reserves and protect and enhance our natural environment.

**Parking** – Provide a range of parking options to meet the needs of residents, businesses, commuters and visitors, including a mix of on-street and off-street parking. Timed, ticketed parking is used in the city centre to encourage a turnover of car parks so there is more opportunity for people to access a park.

**Passive reserves and playspaces** – design, deliver and maintain more than 310 passive reserves and 130 playspaces throughout the municipality.

**Permit advice** – information and advice on obtaining a range of permits, including planning permits, building permits, copies of plans and siting consent. Staff also provide advice on pool fencing, termites, heritage restoration and protection, and building in bushfire-prone areas.

**Upgrade and build new projects** – deliver and maintain high quality buildings for the community to use.

**Property management and maintenance** – maintain community buildings through regular reporting and maintenance, which ensures buildings are safe and comply with all relevant building standards.

**Rates service** – manage the timely collection of rates, charges and Fire Services Levy.

**Roads, footpaths and bridges** – the City is responsible for the construction and maintenance of all local roads, footpaths and bridges in Greater Bendigo. The City is not responsible for VicRoads' main arterial roads or Department of Environment, Land, Water and Planning and Parks Victoria tracks.

**School crossing supervision** – provide a safe environment for school students to travel to and from school.

**Sports fields** – an extensive range of sports fields cater for a variety of sporting activities played at varying levels, from elite to community-based, and help to attract sporting events to the region.

**Stormwater drainage** – reduce the risk of flooding and infrastructure damage by ensuring the City's waterways are clean and the drainage system is maintained.

**Strategic planning** – plan and rollout a range of strategies that ensure Greater Bendigo is a sustainable and liveable community that can accommodate future population growth.

**Street cleaning** – ensure the city centre is well presented, including regular cleaning of roads, footpaths and facilities like public toilets. There is also a regular program of street cleaning in suburban areas and rural townships.

**Tourism** – actively promote Greater Bendigo as an attractive destination to domestic and international visitors for business and leisure.

**Waste education** – educate the community about resource recovery and recycling to minimise the amount of waste going to landfill.

**Waste management** – Provide waste, recycling and organics collection services to more than 49,000 residential properties and 1,700 commercial properties.

# Appendix 2

To view the Dja Dja Wurrung Country Plan, Dhelkunya Dja: Dja Dja Wurrung Country Plan, visit [djadjawurrung.com.au/galka-our-organisation](http://djadjawurrung.com.au/galka-our-organisation)

The Dja Dja Wurrung vision for Country is to ensure that:

*The health and wellbeing of our people is strong and underpinned by our living culture.*

*Our lands and waters are in good condition, and actively managed to protect our values and to promote the laws, culture and rights of all Dja Dja Wurrung People.*

*As this Country's First People we are politically empowered with an established place in society and capable of managing our own affairs from a strong and diverse economic base.*

To view the Taungurung Country Plan, Taungurung Buk Dadbagi, visit [www.gbcma.vic.gov.au/downloads/Traditional\\_Owners/Taungurung\\_CountryPlan\\_WEB.pdf](http://www.gbcma.vic.gov.au/downloads/Traditional_Owners/Taungurung_CountryPlan_WEB.pdf)

The Taungurung Country Plan is being re-newed, however these focus areas were provided to the City of Greater Bendigo during Imagine Greater Bendigo consultation:

- Heal and strengthen knowledge and practice and, through its application, heal Taungurung culture and Country
  - Healing knowledge: Re-activating Taungurung systems of knowledge and practice transfer and management
  - Healing practice: including cultural fire and forest gardening (for land management), cultural and environmental flows (for water management), management of culturally important species
  - Healing Country: including cultural landscape management, healing and management of important landscapes, places and species.
- Reading Country: the assessment and development of cultural objectives to guide management of water, forests and biocultural diversity. Training in cultural practices and conservation and land management. Management of parks and reserves in partnership with Council and the State Government
- Cultural and Natural Resource Management (CNRM) economic development: Includes private land conservation and management. CNRM enterprise development (agriculture, forestry, fisheries). Contract services on public and private land
- Embedding Taungurung knowledge and practice, including activation of legal rights in the Aboriginal Heritage Act (2006, Vic) and Traditional Owner Settlement Act (2010, Vic). Supporting development and revision of government legislation, regulations, local laws, plans, strategies, policies and procedures, in partnership









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