

ATTACHMENTS

**Under Separate Cover
Ordinary Council Meeting**

6.00pm Tuesday 26 May 2020

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7.7 Review of Council Plan 2017-2021

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STATEMENT OF ACKNOWLEDGEMENT

Golden Plains Shire Council acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional Wadawurrung custodians of the lands on which Council is located and where we conduct our business. We pay our respects to Wadawurrung ancestors and Elders, past and present. Golden Plains Shire Council is committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique culture and their rich contribution to society.



ABOUT THE COUNCIL PLAN

Incorporating the Municipal Public Health and Wellbeing Plan

The Council Plan 2017-2021 is the key document setting out the strategic direction for Golden Plains Shire for the next four years and beyond. The Victorian Local Government Act 1989 requires that a Council Plan must be prepared every four years.

For the first time, this Council Plan incorporates the Municipal Public Health and Wellbeing Plan that outlines our priorities for supporting, protecting and improving the health and wellbeing of our community.

The Plan reflects feedback from our community and stakeholders as part of an extensive community consultation process that was an integral component of the planning process. The Council Plan sets out our vision for the future, our mission and priority objectives as the strategic

framework for Golden Plains Shire for the next four years and transparently outlines how that will be achieved. The Plan is grounded in our core values that will guide our organisation in all that we do. The Council Plan also includes our Strategic Resource Plan that sets out the resources required to achieve our strategic priorities and objectives over the next four years.

The Plan focuses on four strategic priorities that reflect the key activity areas of Council and the services that contribute to the health and wellbeing of the Golden Plains community: promoting healthy and connected communities; enhancing local economies; managing natural and built environments; and delivering good governance and leadership



Council Plan Framework



WHAT OUR COMMUNITY TOLD US

The Council Plan 2017-2021 reflects the feedback from our community and stakeholders in response to an extensive community consultation process that was an integral component of the planning process.

The key issues and priorities identified by the community for action by Council include:

- Maintaining, improving and further developing our road network
- Improving access to transport and technology
- Improving community health and social infrastructure to support community health and wellbeing
- Longer term, evidence based community planning that recognises the Shire's changing demographic profile
- Improving community engagement and responsiveness and increasing citizen engagement
- Advocating to government and key stakeholders for the development of services and infrastructure
- Increasing efficiency and effectiveness – doing more with less
- Encouraging economic growth
- Protecting, valuing and caring for our natural environment and open spaces
- Balancing growth and development with protecting the rural nature of the Shire
- Developing partnerships and working with others to achieve outcomes
- Building community capacity and resilience
- Adapting to climate change



FROM THE MAYOR

Thank you for taking the time to read the 2017-2021 Council Plan – one of Golden Plains Shire Council's most important planning documents.

The Council Plan is a vital document that drives decision-making and planning over the four-year life of this Council. It sets the vision and guiding principles for our Strategic Resource Plan and annual Budget.

The community engagement process for the 2017-2021 Council Plan was one of the most thorough ever undertaken by Council. We made a commitment to residents that we would work harder to seek feedback on important issues, and this is a part of that commitment. To make sure we are heading in the right direction, we need to work with you, the community, to ensure the work we're doing reflects the community's priorities.

Over a six month period, residents in Golden Plains Shire had the opportunity to provide input and give feedback on key priorities prior to the development of this plan. The second phase of community consultation saw the establishment of a Community Reference Group with broad demographic and geographic representation. The Community Reference Group provided valuable feedback and review of the data collected and the draft plan.

Council is grateful to the 386 people who provided written and verbal feedback to Council; as well as the 27 members of the Community Reference Group.

Whether feedback was provided through our Shire-wide survey, town listening posts or at one of the five community workshops, it was carefully considered when the new Plan was drafted. One of the common themes of resident feedback was the importance of maintaining the rural feel and lifestyle of Golden Plains Shire. Residents also want to see growth and economic opportunities in the Shire, so Council will be considering how best to strike a balance between these two priorities – taking into account every one of our 16 townships and 56 communities.

Council would again like to sincerely thank all community members for their feedback and input – which formed the key themes and issues, and resulted in priority areas being identified.

As Mayor, I am proud to lead a Council committed to providing leadership to Golden Plains Shire, while being open and accountable to the community. Our agreed values for this Council Plan include honesty and integrity, leadership, accountability, adaptability and fairness.

I hope that you find this Council Plan is a reflection of these values and a reflection of our community priorities.

Cr Des Phelan – Mayor
27 June, 2017.



*Back row, left to right: Cr Les Rowe, Cr Des Phelan, Cr Nathan Hansford, Cr David Evans.
Front row, Cr Helena Kirby, Cr Owen Sharkey and Cr Joanne Gilbert.*

MEET YOUR COUNCIL

Members of your Council for Golden Plains Shire took their Oath of Office on Tuesday 8 November, 2016 following the Victorian Electoral Commission's official declaration of the 2016 Local Government election results on 2 November. During the Council term, three Mayors have represented Golden Plains Shire: Cr Des Phelan (2016/17), Cr Helena Kirby (2017/18) and Cr Owen Sharkey (2018/19 and 2019/20).

Cr David Evans

David is a Bannockburn resident and is passionate about making Golden Plains' rates fair and equitable and is interested in making budgetary cost savings, wherever possible.

Cr Joanne Gilbert

Joanne believes community consultation is paramount and is strongly committed to improving infrastructure and services. Born and raised in Napoleons, Joanne lives in Cambrian Hill with her family and is an active member of her community.

Cr Nathan Hansford

Nathan is returning as a Councillor for his second term. Nathan lives in Bannockburn with his family, owns a local business and is committed to making the Shire an even greater place, and is focused on ensuring services are maintained or improved

Cr Helena Kirby

Helena is a longstanding Councillor, living and working in Rokewood. She is a voice for the whole of the Shire and has helped achieve many positive outcomes. Helena's key priorities are to improve infrastructure and keep rates at a minimum.

Cr Des Phelan

A farmer from Springdallah, Des has represented the community as Mayor for the last two years. Des is committed to enhancing opportunities for community consultation and keeping rates at a minimum whilst maintaining roads at optimal levels.

Cr Les Rowe

A life-long Golden Plains resident, Les owns and operates a business in Sutherlands Creek. Les is active in his community and lobbied for the new Bannockburn P-12 school. Les is committed to supporting Golden Plains residents, ratepayers and community organisations.

Cr Owen Sharkey

Owen lives with his family in Batesford, where he is involved in the community, and works in Bannockburn. He would like to be seen as an approachable councillor whose decisions benefit the whole of the Shire.



GOLDEN PLAINS SHIRE PROFILE

Golden Plains Shire is situated between two of Victoria's largest regional cities, Geelong and Ballarat, with a population of over 20,000 people across 56 vibrant rural communities.

Renowned for its award-winning food and wine, iconic music festivals, goldfield heritage and friendly communities, Golden Plains Shire is an attractive destination both to visit and call home.

New residents, particularly young families, are attracted to the area's rural lifestyle, affordable housing and proximity to the services and jobs available in the Shire, as well as those in Melbourne, Geelong, Ballarat and the Surf Coast. Residents value the character of Golden Plains' small townships and communities, local facilities and services, and natural environment. As one of the fastest growing regions in Victoria, boasting rich biodiversity and a broad range of flora and fauna, Golden Plains Shire has much to offer.

Golden Plains also offers many opportunities for businesses, investment, sustainable development and employment, with more than 1,700 businesses in farming, retail and home-based businesses. In agriculture, the region has a strong tradition in wool and grain

production and is a leading producer of prime lambs. Intensive animal farming continues to increase and strengthen, with the production of goat dairy, beef, chicken and pork strong in Golden Plains, and marked growth in viticulture. Many of the producers and businesses of Golden Plains sell their produce at the monthly Council-run Golden Plains Farmers' Market, attracting visitors to the Shire from far and wide.

Golden Plains Shire is also one of the leading egg producers in Victoria, and is attracting new investment in free-range egg production in the Golden Plains Food Production Precinct—this is an area of land in the southern part of the Shire set to become one of Victoria's premier areas for intensive agriculture.

Golden Plains Shire Council is recognised for engaging with its communities to build community spirit, plan for growth and future facilities and services. Residents continue to support their townships, with high levels of participation in clubs, activities and volunteering.

Looking to the future, Golden Plains Shire residents have shared their vision and priorities for the next 10-20 years. They identified the need to plan and manage the competing interests of a growing population

whilst maintaining the Shire's highly valued rural character, meet community service and infrastructure needs and maintain and improve the Shire's extensive road network.

Golden Plains offers relaxed country living, with the services and attractions of Melbourne, Geelong and Ballarat just a stone's throw away. With an abundance of events, attractions and activities, as well as many great local businesses and breathtaking views, Golden Plains a great place to live, invest, taste, see and explore.



VISION, MISSION & VALUES

Our vision

A healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships - **Our Community, Our Economy, and Our Pride.**

Our mission

We will achieve our vision through:

- demonstrating good governance and involving the community in decision making
- working and advocating in partnership with our community to address social, economic and environmental challenges
- promoting gender equality and equity and inclusion for all
- sustaining a focus on long term outcomes and delivering increased public value through good decision-making and wise spending
- building awareness and strategic alliances with government, regional groups and community.

Our values

Honesty and Integrity

We will act ethically and honestly and work to continue to build the trust and confidence of the community

Leadership

We will demonstrate strong and collaborative community leadership.

Accountability

We will act in an open and transparent manner and be accountable to our community for our processes, decisions and actions.

Adaptability

We will implement progressive and creative responses to emerging issues and will continue to work to build organisational and community resilience.

Fairness

We will base our decision making on research, information and understanding of the needs and aspirations of the whole community and promote equitable access to the Shire's services and public places.

OUR COMMITMENT TO COMMUNITY HEALTH & WELLBEING

This Council Plan incorporates our commitment to work in a coordinated and integrated way to support, protect and improve the health and wellbeing of our community members and the places they live, learn, work and play.

There are many aspects that contribute to an individual's health and wellbeing including access to quality education, stable employment and good working conditions, secure housing, freedom from violence, safe and sustainable natural and built environments, food affordability, respectful relationships, supportive social networks and services and opportunities to participate in community.

Victorian Public Health and Wellbeing Plan 2015-2019

Our commitment and priorities for health and wellbeing have been developed with regard to the Victorian Public Health and Wellbeing Plan 2015–2019 that sets out the long-term agenda for improving health and social outcomes in Victoria. The Plan sets high level strategic directions focused on prevention, health promotion and protection, and reducing inequalities in health and wellbeing. The priorities identified for 2015-2019 are:

- healthier eating and active living
- tobacco-free living
- reducing harmful alcohol and drug use
- improving mental health
- preventing violence and injury
- improving sexual and reproductive health

The Golden Plains Shire approach to health and wellbeing contributes to a broader Central Highlands Primary Care Partnership (CHPCP) approach that is focused on strengthening the region's capacity to address complex health and wellbeing issues. Our planning also aligns with the health and wellbeing priorities of the Geelong Region Alliance (G21). Both CHPCP and G21 identify 'healthier eating and active living' as the priority health and wellbeing issue for a regional approach moving forward.

Acknowledging the broader Victorian and regional context for community health and wellbeing, the Golden Plains Shire priorities for supporting, protecting and improving the health and wellbeing of our community are based on community needs and aspirations identified through consultation with our community and regional partners, together with an examination of local health and wellbeing

data that provides an evidence base around current issues and trends.

We support the notion that 'health and wellbeing is everyone's responsibility' and this is reflected in our approach to incorporating health and wellbeing matters as an integrated responsibility across all areas of Council activity.

We are committed to working collaboratively with our community, government, and our health and wellbeing partners and agencies to implement our priorities for supporting, protecting and improving the health and wellbeing of the Golden Plains community.

Sustainable improvements in health and wellbeing are best achieved when change is guided and owned by affected communities and interventions are tailored to local needs and circumstances.

The approaches we will take to deliver health benefits for all residents include:

Healthy and sustainable environments

including actions to mitigate the impacts of climate change that are recognised as presenting serious environmental, economic and health challenges

Place-based approaches

that focus on all of the key settings where people live, learn, work and play and recognise the importance of local integrated action

Person-centred approaches

including opportunities to strengthen the provision of integrated, preventive health services to individuals and families at all levels of the health care system.

Victorian Public Health and Wellbeing Plan 2015-2019 – Platforms for implementation

A detailed action plan will be developed outlining a range of actions that Golden Plains Shire and its key partners and stakeholders will undertake to achieve our identified health and wellbeing priorities, including a review and evaluation process to measure the success of our work.



HEALTH & WELLBEING PRIORITIES

We are committed to the following health and wellbeing priorities that underpin the Council Plan and our strategic framework for the next four years and beyond.

The symbols below will be used throughout the Council Plan to identify actions related to our health and wellbeing priorities for people of all ages and abilities, especially young people and older residents.



1. Healthy eating and active living

- Increase healthy eating and access to affordable, nutritious food
- Increase participation in physical activity



2. Access to local health and community services

- Improve access to a range of relevant, quality health and community services for all our communities



3. Healthy and sustainable environments

- Improve access to safe and universally designed built environments including community facilities and spaces, open spaces and places for active recreation
- Preserve the natural environment and ensure our community is resilient and responsive to the challenges of climate change and emergency management



4. Connected communities

- Increase support for our community groups to provide opportunities for social connection
- Provide opportunities for community members to increase their participation in the decisions that shape their health and wellbeing
- Increase access to affordable and sustainable transport options for our communities
- Support positive mental health and wellbeing for our community members
- Improve connections to local education, training and work opportunities



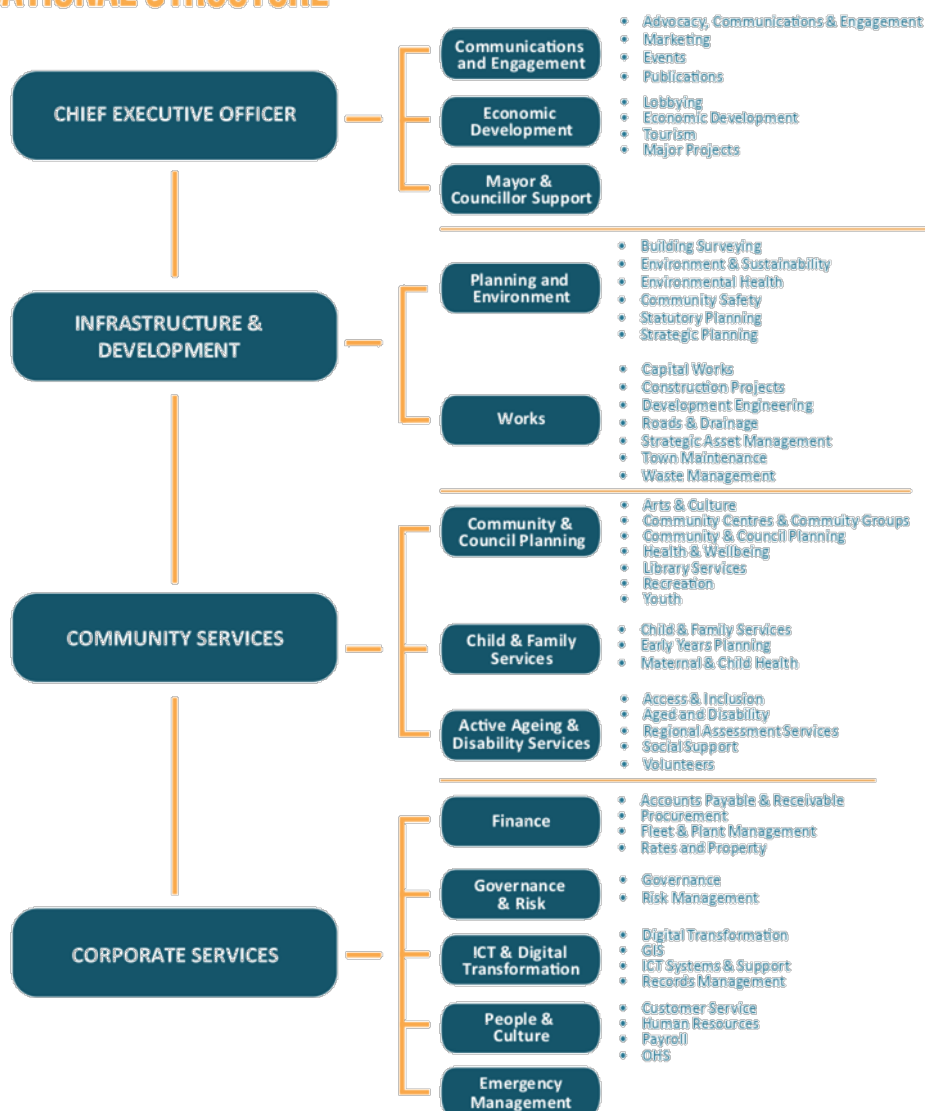
5. Family violence and gender equity

- Ensure an integrated response to support those experiencing family violence
- Proactively address gender equity issues in our organisation and our community
- Council will support and encourage and act on the Communities of Respect and Equality Alliance (CoRE) plan to prevent violence against women.



*Eric Braslis, Chief Executive Officer; Philippa O'Sullivan, Director Corporate Services;
Lisa Letic, Director Community Services; and Phil Josipovic, Director Infrastructure and Development.*

ORGANISATIONAL STRUCTURE





STRATEGIC DIRECTIONS & PRIORITIES

OUR STRATEGIC DIRECTIONS

Our objectives for the next four years are identified across four strategic directions that provide the framework for achieving our vision for the future:

1. Promoting healthy and connected communities

We are committed to creating a healthy, active and safe community that provides opportunities for all residents, especially young people and older residents, to connect and engage with their local community.

2. Enhancing local economies

We will work with business, government and community partners to sustain a diverse, resilient, prosperous and socially responsible economy, through investment attraction, supporting local business, and tourism development.

3. Managing natural and built environments

We will work to promote and protect the natural environment and ensure that growth and change in the Shire will be managed for the benefit of all of the community.

4. Delivering good governance and leadership

We will govern with integrity, plan for the future, and advocate for our communities.

OUR HEALTH AND WELLBEING PRIORITIES

Our health and wellbeing priorities underpin our strategic framework, objectives and strategies for implementation across the next four years.



1. Healthy eating and active living



2. Access to local health and community services



3. Healthy and sustainable environments



4. Connected communities



5. Family violence and gender equity

PROMOTING HEALTHY & CONNECTED COMMUNITIES



BACKGROUND

What our community told us is important

- Maintaining, improving and increasing utilisation of our sporting and community facilities
- Programs, activities and initiatives to promote and support community health and wellbeing
- Improved access to community and health services and facilities
- Further development of cycling and walking paths
- Supporting our local sporting and community groups
- Communicating, consulting and listening to the community
- Planning and advocating for community health services and social infrastructure
- Supporting our community events, markets and activities
- Improving access to community and public transport
- Supporting our young and older people.

What the research tells us about our Shire

- Lower crime rates and higher proportion of people feeling safe than the State average
- Lower incidence for some health conditions (diabetes) than for Victoria
- High level of volunteering across the Shire
- Lower vulnerability for early childhood development as measured by the Australian Early Development Index
- Limited access to health and other services
- Higher proportions of people smoking and who are obese than the State average
- High proportion of adults (57%) not eating enough fruit and vegetables
- Lower proportion of people undertaking physical activity on four or more days than for Victoria
- Limited public transport - only 2.4% of the population near public transport
- Potential impact of extreme weather events on community health and wellbeing and emergency services.

Sources: Golden Plains Health and Wellbeing Data Profile (Nov 2016); Draft Barwon South West Adaptation Plan-Golden Plains Shire



STRATEGIC DIRECTION

We commit to creating a healthy, active and safe community that provides opportunities for all residents to connect and engage with their local and broader community.

What we are going to do

- Acknowledge and celebrate Aboriginal people, culture and heritage.
- Strengthen and develop collaborative partnerships with others to improve health and wellbeing for all people in our community, with priorities including healthy eating, physical activity, healthy environments and health service provision.
- Facilitate increased and equitable access to local health and community services to meet the current and future needs of our community.
- Support and enable participation in physical activity, sport and recreation.
- Maintain and enhance community safety to enable people to feel safe and secure in their local communities, including a focus on preventing family violence.
- Build strong, vibrant communities that provide opportunities for all people to engage, connect and participate.
- Support, promote and deliver accessible and responsive programs for our young families and older residents.
- We commit to being a Child Safe organisation.

How we will go about it

- Provide and support programs, activities, and spaces to promote and encourage health and wellbeing for people of all ages and abilities.
- Develop a longer term vision and planning for an integrated approach to providing quality health and community services infrastructure.
- Support local sporting and community groups to provide participation and engagement opportunities and continue to encourage and value volunteering in our community.
- Provide and support contemporary and innovative community development programs initiatives and opportunities.
- Identify, facilitate and advocate for initiatives to increase access to public and community transport.
- Support people at all life stages and abilities to maximise their potential and participation in community life.
- Lobby, advocate and work with others to maintain and enhance the safety and security of all people across our community and proactively address family violence.
- Communicate, consult, and engage with our community to ensure the provision of responsive and effective services and to enable people to increase control over, and to improve, their wellbeing.
- Respect, celebrate and foster arts, culture and heritage across the Shire.
- Implement a range of activities and programs to support young people in our Shire to be healthy, resilient and empowered.
- Provide direct service planning, infrastructure, advocacy and resourcing across the child, family, aged & disability sectors.

How we will know if we are successful

- Increased healthy eating and active living
- Improved access to health and community services for people of all ages, abilities and localities within the Shire
- Increased community safety indicators
- Reduced prevalence of family violence
- Increased connection to culture and communities
- Increased community led action volunteering, participation in community groups and events
- Increase support and access to Council delivered, and independent provider, programs.

ENHANCING LOCAL ECONOMIES



Health and wellbeing priorities

BACKGROUND

What our community told us is important

- Encouraging business growth
- Creating local job opportunities with a focus on buying local
- Developing retail and community facilities and built infrastructure to support business development
- Improving the road network, access to transport and technology to support business and investment
- Promoting, supporting and encouraging the rural economy and tourism
- Streamlining planning and permit processes to facilitate business growth and investment
- Attracting, developing and promoting local markets, festivals and events
- Advocating for a vocational focus for the new secondary school, after school programs and activities for local secondary students.

What the research tells us about our Shire

- A projected population increase of 56% for the period 2015-2036
- Lower unemployment rate (3.6%) than the State average
- Higher proportion of people with vocational qualifications than the average for Victoria
- Lower median house price and higher percentage of affordable rental housing than Victoria
- Lack of local employment opportunities - 64% of people travelling out of the Shire for work
- Higher proportion of young people (14%) not employed or enrolled in education than the State average
- Higher proportion of people under mortgage stress than the average for Victoria
- Higher proportion of people not completing secondary or higher education than the State average
- Water security influenced by lower rainfall than the State average
- Climate change risk factors including the potential for increased household and industry expenses, decreased agricultural productivity, and a potential impact on future investment in agriculture.
- Higher proportion of young people not engaged in employment or education than the State average.

Sources: Golden Plains Health and Wellbeing Data Profile (Nov2016); Draft Barwon South West Adaptation Plan-Golden Plains Shire



STRATEGIC DIRECTION

We work with business, government and community partners to sustain a diverse, resilient, prosperous and socially responsible economy, through investment attraction, supporting local business, and tourism development.

What we are going to do

- Seek to establish Golden Plains as a location of choice to attract new business investment and facilitate business growth.
- Support and nurture local business development and economic growth to generate local employment opportunities.
- Work with regional and broader businesses and industry to develop our visitor economy as a key contributor to local economic sustainability.
- Engage Federal and State Government in supporting local business and local infrastructure.
- Facilitate, advocate and work with business, government, community, key stakeholders and groups to enhance our local economy.
- Support and encourage pathways for education, training and lifelong learning for our community especially for young people.

How we will go about it

- Implement a strategic approach to support, promote and grow our local business sector, attract new business investment, and build our visitor economy
- Promote and support the development and sustainability of our rural economy
- Promote and support innovative, environmentally sustainable and value adding approaches and solutions within our business, rural and visitor economies
- Advocate, facilitate and provide built, service, and technology infrastructure to support business and industry growth and development
- Promote and advocate for education, vocational and lifelong learning opportunities to support skill development and employment opportunities for people at all life stages
- Lobby, advocate, collaborate and develop strategic relationships with government, business, community and key stakeholders to facilitate local economic development and job creation
- Encourage greater investment in the Shire through creative industries, local events and festivals.

How we will know we are successful

- Growth in business investment
- Increased business engagement
- Growth in the visitor economy
- Key projects and initiatives funded
- Increased labour market participation
- Increased education attainment.

MANAGING THE NATURAL & BUILT ENVIRONMENT



BACKGROUND

What our community told us is important

- Maintaining and improving the road network
- Preserving and enhancing the natural environment and open space
- Pest, plant and animal management
- Roadside mowing and maintenance
- Supporting community and volunteer groups
- Waste and rubbish management, disposal and recycling
- Managing the level of housing development and density to protect the rural character of the Shire
- Fire prevention and bushfire management for community safety
- Maintaining our existing highly valued community facilities
- Planning for the development of new community infrastructure to meet current and future needs
- Promoting and educating the community on caring for our environment.

What the research tells us about our Shire

- Few households without a car
- Rich in biodiversity with a broad range of species of flora and fauna
- Lower rainfall than the Victorian average
- A number of settlements on the Victorian Bushfire Risk Register
- Limited access to public transport
- Climate change risk factors including impact on local and regional ecosystems and damage to Council assets.

Sources: Golden Plains Health and Wellbeing Data Profile (Nov2016); Draft Barwon South West Adaptation Plan-Golden Plains Shire



STRATEGIC DIRECTION

We work to promote, conserve, enhance and protect the natural environment and ensure that growth and change in the built environment is managed for the benefit of all of our community.

What we are going to do

- Plan, resource and strengthen Council and community capacity to effectively respond to current and future challenges related to the natural environment including climate change, water, biodiversity and emergency management.
- Aim to further reduce the volume of waste going to landfill and explore innovative waste management and resource recovery mechanisms through regional partnerships.
- Preserve and protect bio-diversity and native vegetation through effective land use planning.
- Protect Aboriginal cultural heritage in Golden Plains Shire.
- Manage the impact of population growth and reinforce township character through effective strategic land use planning.
- Develop clear policy on the effective management of the local road network and ensure community engagement in developing viable and sustainable solutions.
- Work with the community to plan and provide natural and built environments that create safe, accessible, inclusive and inviting public spaces, social infrastructure, open space and destinations for all.
- Work with fire management agencies and the community to manage and reduce the risk of fire with a view to protecting life and property while maintaining our natural environment.

How we will go about it

- Support and encourage community resilience to respond to a changing climate and the impact of natural disasters.
- Define a pathway to achieving carbon neutrality for Council operations.
- Encourage all landholders to more effectively manage the risk of pest and invasive plants across the municipality.
- Implement waste management and minimisation practices that are innovative, effective and reflect best practice.
- Promote and support innovative and environmentally sustainable management of water resources through strategic partnerships.
- Review the existing Road Strategy and Road Asset Management Plan in consultation with the community and continue to advocate for improvements to arterial roads and highways.
- Implement our Paths and Trails Strategy to increase safety, connectivity, and active transport networks within and between townships.
- Progressively review township structure plans and urban design frameworks to effectively manage growth, encourage diversity and maintain township character.
- Proactively support and encourage an increase in civic pride and build ownership of place.
- Invest in maintenance, renewal and improvement of community infrastructure and the local road network
- Implement the Municipal Fire Management Plan and fire related statutory controls.
- Work with the community and fire agencies to improve community preparedness and resilience.
- Identify and protect Aboriginal cultural heritage in planning and development proposals.

How we will know we are successful

- Increased environmental sustainability and quality
- Ensure that land use planning facilitates sustainable growth and maintains township character
- Recognition of Aboriginal Cultural Heritage in planning and development
- Ensure consistent delivery of the Roads Maintenance Program to adopted standards
- Improved and maintained community infrastructure and open space
- Improved walkability and travel connections
- Reduce fire impacts within the community.

DELIVERING GOOD GOVERNANCE & LEADERSHIP



Health and wellbeing priorities

BACKGROUND

What our community told us is important

- Consulting, engaging and listening to the community
- Transparent and open approach to decision making and reporting
- Financial management for sustainability and the efficient use of resources
- Reducing red tape and improving efficiency and responsiveness
- Advocating on behalf of the community – particularly for funding and grant opportunities
- Improved local representation and Councillor engagement with the community
- Integrated organisational approach by Council and monitoring of organisational performance
- Planning for the longer term based on an evidence based approach
- Honesty and integrity – ‘doing what you say you will do’
- Improving communication, customer service and responsiveness
- Governing for all with equitable resourcing across the Shire.

What the research tells us about our Shire

Community rated positive outcomes for Council performance

- Customer service is the highest rated area of Council performance
- Perceptions of community consultation by Council improved slightly in the past year.

Community rated areas for improvement

- Overall Council direction
- Making community decisions in the interest of the community
- Lobbying on behalf of the community
- Expensive rates
- Communication
- Financial management.

Source: Victorian Local Government Community Satisfaction Survey 2016



STRATEGIC DIRECTION

We will govern with integrity, plan for the future, and advocate for our community.

What we are going to do

- Increase trust, ensure open and transparent good governance and active engagement through Council planning and decision making in the long-term interests of the community.
- Encourage active community engagement, genuine and effective consultation and accountability through reporting of achievements – ‘doing what we say we will do’.
- Demonstrate leadership and partnership with the community through advocacy on key local issues.
- Demonstrate leadership on equal opportunity, gender equity, inclusion and wellbeing for all groups in the community, especially young people and older residents.

How we will go about it

- Develop a long-term (25-year) community plan outlining a future vision for Golden Plains Shire
- Continue long term financial planning that outlines the emerging challenges for the Shire
- Further develop and implement an advocacy framework in partnership with the community
- Maintain active regional partnerships with a focus on economic development, wellbeing, environmental sustainability and shared services
- Provide a consistent coordinated and innovative approach to communicating with the community
- Review decision making and governance processes and structures to improve transparency, accountability and progressively implement Council’s Community Engagement Strategy
- Build commitment to the organisational Customer Service Charter
- Work towards the application of ‘deliberative engagement’ processes
- Continue to implement Council’s commitment to equal employment opportunity and influencing broader access, inclusion and gender equity issues in our community
- The Golden Plains Community and Civic Centre will be a redevelopment of the Bannockburn Customer Service Centre to provide a suite of community, municipal and office spaces to meet the needs of community access to Council, Council governance processes and Council staff delivery of the key pillars of the Council Plan.
- Provide a workplace that facilitates the highest level of productivity and supports a healthy lifestyle for employees.

How we will know we are successful

- Improved community engagement
- Increased leadership in the area of family violence, gender equity and inclusion
- Improved community ratings for overall Council direction, leadership and advocacy
- Maintain financial sustainability
- Recognition of long term planning in Council decision making.



HOW THE PLAN WILL BE IMPLEMENTED

The Council Plan 2017-2021 has been developed in consultation with our community and key stakeholders and we are committed to working together to achieve our vision for the future.

Council will play a strong leadership role and work in a range of ways to deliver on the priorities and objectives outlined in the Plan including:

- **Leader** demonstrating strong leadership and leading by example
- **Service provider** facilitating and funding the provision of services
- **Deliverer** directly implementing services, projects or works
- **Advocate** making representation on behalf of our community
- **Partner** working with others to achieve outcomes
- **Facilitator** bringing stakeholders together
- **Funder** providing funds or other resources to deliver outcomes
- **Planner** planning to meet the needs and aspirations of our community now and into the future
- **Regulator** assuming regulatory responsibility across a range of areas
- **Listener** engaging with and listening to the community

Implementation of the Council Plan will be grounded in our commitment to working collaboratively and in partnership with others to achieve our objectives. We will continue to develop and strengthen our relationships with the community, government, key partners and other organisations to create a vibrant, prosperous and sustainable future for our Shire.

The Council Plan 2017-2021 will be reviewed annually for achievement against objectives and to ensure that it continues to reflect the priorities of Council and our community. We will measure our success based on indicators determined for each of our priority objectives and report against these in our Annual Report at the end of year.

