

GOLDEN PLAINS SHIRE COUNCIL

COUNCIL PLAN 2006-2010

Incorporating Finance 2005
Strategic Resource Plan

Adopted: 23 February 2006
Effective: 1 July 2006



GOLDEN PLAINS SHIRE

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SHIRE PROFILE

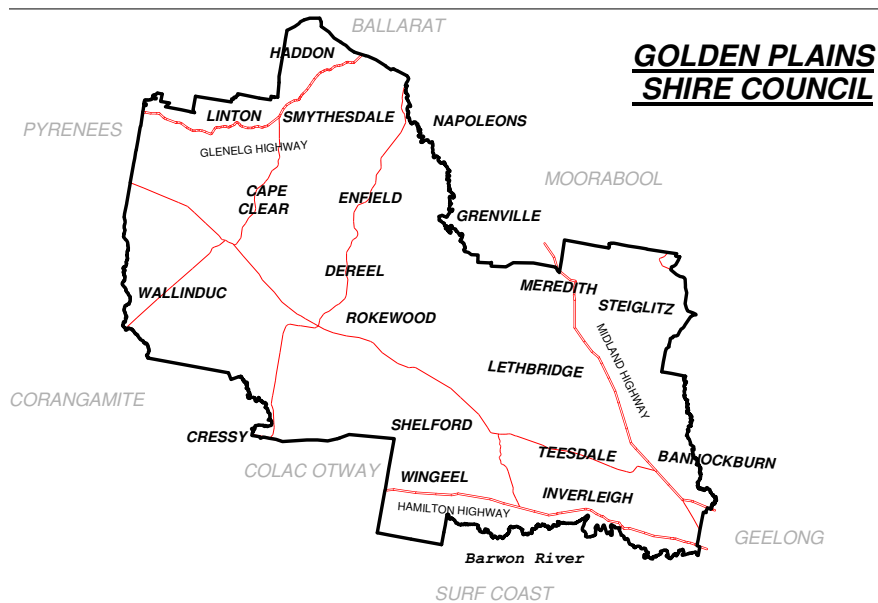
Golden Plains is a vibrant and progressive municipality. It has a large rural area surrounding a number of townships and communities. It extends from Haddon, close to Ballarat in the north, to Stonehaven on the Barwon River, near Geelong, in the south and is one of the fastest growing Shires in Regional Victoria.

While the Shire has a strong tradition of wool and grain growing, intensive animal farming – particularly poultry and pigs – are becoming increasingly prevalent. Growth is also occurring in the food and wine sectors, while home-based business is the largest employer in the Shire.

Natural beauty is also a feature with the Brisbane Ranges, Enfield State Forest and Moorabool River offering day-trippers and backpackers an enjoyable tourism experience. Eco tourism is a potential growth industry with significant holdings of roadside native vegetation in the Shire.

The Shire has a rich gold mining history captured in townships like Smythesdale, Steiglitz and the Break o’Day reef area in the central region. This has led to the present day decentralisation of communities within Golden Plains and the unique character that the Shire presents.

Golden Plains Shire covers an area of approximately 2705 square kilometres with a population exceeding 16,000. Population statistics reveal a rapidly growing residential sector in the regions closest to Geelong and Ballarat. The level of services and proximity to these centres, combined with affordable housing and attainment of a semi rural lifestyle are appealing and result in Golden Plains Shire being a developing municipality with much to offer.



OUR VISION

Golden Plains Shire offers a lifestyle and opportunities that foster social and economic wellbeing.

In partnership with the community we will provide strong leadership, encourage sustainable development and ensure quality services, to continue to improve the quality of life of residents.

OUR MISSION

- We encourage, welcome and recognise the need to respond to the significant forecast population growth and the opportunities it creates.
- We maintain and enhance the diversity and uniqueness of our communities, while encouraging population growth and economic development.
- We maintain and develop a quality road system and secure adequate resources for the future.
- All our citizens have fair access to recreation facilities, education, employment and human support services, particularly youth and the aged.
- We accept individual diversity and we welcome and encourage participation in civic and community affairs.
- We market our municipality through open and effective communication.
- We respect the environment, our cultural significance and our heritage.
- We support and pursue the orderly and proper planning of land use and development based on strategic considerations as identified in the Municipal Strategic Statement.
- We are a municipal district that recognises a prosperous agricultural industry supporting sustainable practices and the right to farm.
- Our municipal leadership reflects local needs and government priorities within a competitive and changing environment.
- We maintain our successful relationship with other levels of government and agencies.

OUR VALUES

- **Integrity in Leadership** We will strive to lead the community with integrity, reason and accountability whilst acknowledging Council's statutory obligations.
- **Equity & Access** We will treat our community, residents and ratepayers equitably by being fair in our decision making and ensure that we are approachable by the community.
- **Commitment** We are committed to excellence in management, and teamwork comprising the community, Council and staff.
- **Community** We recognise the uniqueness of our individual communities, and will seek to work in partnership with them to enhance our sense of community spirit.

We recognise the efforts and value the contributions of our volunteers.
- **Innovation** We are open to new ideas and will grasp opportunities with a vision to succeed.

OUR KEY RESULT AREAS

KEY RESULT AREA

Citizen & Customer Service

Strategic Objective

To foster a culture across the organisation which addresses the needs of the community through communication and the provision of excellent customer service.

Strategic Indicator

Maintain the Community Satisfaction Survey rating for Customer Service at 78%.

Key Strategic Plans

1. Customer Service Strategy
2. Communications Plan
3. Risk Management Strategy

Business Plan Strategies 2006-10

STRATEGIES	2006-07	2007-08	2008-09	2009+
Maintain our communities' strong involvement in community activity	✓	✓	✓	✓
Regularly consult with our communities	✓	✓	✓	✓
Implement Council's Communications Plan	✓	✓	✓	✓
Implement Customer Service Strategy	✓	✓	✓	✓
Implement Risk Management Strategy	✓	✓	✓	✓
Maintain and improve community satisfaction rating	✓	✓	✓	✓

KEY RESULT AREA

Civic Leadership

Strategic Objective

To enhance Council's decision making capacity by strengthening the governance and advocacy of Council.

Strategic Indicator

Maintain the Community Satisfaction Survey rating for representing the community's interests on key local issues at 69%.

Key Strategic Plans

1. Emergency Management Plan
2. Municipal Fire Prevention Plan
3. Governance Plan

Business Plan Strategies 2006-10

STRATEGIES	2006-07	2007-08	2008-09	2009+
Regularly lobby Members of Parliament and senior bureaucrats on key local and strategic issues	✓	✓	✓	✓
Secure representation on national, state, regional and local Government bodies	✓	✓	✓	✓
Continue to work in the interests of a cohesive Council and maintain a good working relationship among Councillors and officers	✓	✓	✓	✓
Facilitate and support community celebrations of important national events and days	✓	✓	✓	✓
Implement Municipal Fire Prevention Plan	✓	✓	✓	✓
Advocate for review of emergency services provided in Golden Plains Shire	✓			
Participate in appropriate regional planning	✓	✓	✓	✓

KEY RESULT AREA

Economic Development

Strategic Objective

To facilitate the growth of the local economy particularly in township development and rural based industries.

Strategic Indicator

Maintain the Community Satisfaction Survey rating at 64% for Economic Development.

Key Strategic Plans

1. Economic Development Action Plan

Business Plan Strategies 2006-10

STRATEGIES	2006-07	2007-08	2008-09	2009+
Implement Council's Intensive Agriculture Study recommendations	✓	✓	✓	✓
Advocate for improved water supply	✓	✓	✓	✓
Advocate for improved energy infrastructure	✓	✓	✓	✓
Advocate for improved telecommunications	✓	✓	✓	✓
Prepare new Economic Development Strategy	✓			
Implement Council's Economic Development Strategy		✓	✓	✓
Assess and plan for impact of Geelong bypass on Golden Plains Shire	✓	✓		
Implement the recommendations of the small town sewerage study	✓	✓	✓	✓
Assess and plan for impact of Ballarat's growth on Golden Plains Shire	✓	✓		
For the growth towns in the Shire, considering the growth in Ballarat and Geelong, continue to plan and advocate for infrastructure needs including roads, paths, water, sewerage, effluent disposal, waste water re-use, power and telecommunications	✓	✓	✓	✓
Implement recommendations from Council's Home Based Business Study	✓			
Implementation of South East Land Use Planning Review	✓	✓		

KEY RESULT AREA

Environment & Land Use Planning

Strategic Objective

Encourage and facilitate sustainable land use and development and protect and enhance the natural environment.

Strategic Indicator

Maintain the Community Satisfaction Survey rating of 65% for Town Planning policy and approvals.

Key Strategic Plans

1. Municipal Strategic Statement
2. Environment Implementation Plan

Business Plan Strategies 2006-10

STRATEGIES	2006-07	2007-08	2008-09	2009+
Advocate and support the development of Regional Landcare groups to create partnerships	✓	✓	✓	✓
Review Bannockburn Urban Design Framework		✓		
Implement Environment Strategy	✓	✓	✓	✓
Review Environment Strategy	✓			
Develop Shire responses on Government environment and land use strategies including native vegetation, catchments, biodiversity, river health, etc.	✓	✓	✓	✓
Ensure responsibility for roadside weeds is clarified	✓			
Implement targeted Urban Design Framework plans	✓	✓	✓	✓
Progressive review of town structure plans	✓	✓	✓	✓
Implement rural zones review	✓			
Develop rural/ urban interface policy	✓			
Develop stage 2 of the Heritage Study	✓			
Implement stage 2 of the Heritage Study		✓	✓	✓

KEY RESULT AREA

Financial Management

Strategic Objective

To ensure the efficient and effective allocation of resources through sound financial planning and management, that secures the long-term financial viability of the municipality.

Strategic Indicator

To maintain the financial health of the organisation in accordance with the long term financial strategy and annual budget targets.

Key Strategic Plans

1. Finance 2005 (A Strategic Resource and Financial Plan 2004 to 2009)
2. Revenue Strategy

Business Plan Strategies 2006-10

STRATEGIES	2006-07	2007-08	2008-09	2009+
Continue to actively seek grants	✓	✓	✓	✓
Investigate and assess land for future needs, including crown land	✓			
Implement Finance 2005	✓	✓	✓	✓
Acquire land within Golden Plains Shire boundaries for development at future dates				
Advocate for Inter-Governmental Agreement on funding arrangements, addressing cost shifting as well as a secure share of growth taxes	✓	✓	✓	✓

KEY RESULT AREA

Human Support Services

Strategic Objective

Provide a range of sustainable human support services that maintain or enhance the well being and quality of life of Golden Plains' residents.

Strategic Indicator

Improve the Health and Human Services Community Satisfaction Survey rating of 71%.

Key Strategic Plans

1. Municipal Public Health Plan
2. Early Years Plan
3. Community Transport Plan
4. Aged Services Plan
5. Disability Services Plan (to be developed)

Business Plan Strategies 2006-10

STRATEGIES	2006-07	2007-08	2008-09	2009+
Support co-location of schools with other community facilities	✓	✓	✓	✓
Facilitate the development of a network of community health centres	✓	✓	✓	✓
Implement Council's Early Years Plan	✓	✓	✓	✓
Facilitate development of child care options in GPS	✓	✓	✓	✓
Implement Council's Aged Services Plan	✓	✓	✓	✓
Conduct a Disability Services Plan	✓			
Implement Council's Municipal Public Health Plan	✓	✓	✓	✓
Facilitate the development of the Golden Plains Health Planning Network	✓	✓		
Monitor and advocate for public transport needs in the Shire	✓	✓	✓	✓
Advocate for future health and community services needs	✓	✓	✓	✓
Advocate for secondary education provision within the Shire	✓	✓	✓	✓
Implement outcomes of Maternal and Child Health Services review	✓	✓	✓	✓
Implement Council's 'Golden Connections' Community Transport Plan	✓	✓	✓	✓
Advocate for post compulsory education and support service delivery into the Shire	✓	✓	✓	✓

KEY RESULT AREA

Recreation & Community Development

Strategic Objective

To facilitate the provision of a range of recreation facilities across the Shire and assist the community committees to best service their communities and to continue to enhance our townships through Town Place Plans.

Strategic Indicator

Maintain the Recreational Facilities Community Satisfaction Survey rating of 71%.

Key Strategic Plans

1. Municipal Public Health Plan
2. Community Development Strategy
3. Community Plans
4. Recreation Plan
5. Youth Development Plan
6. Bannockburn Community & Recreation Infrastructure Development Plan

Business Plan Strategies 2006-10

STRATEGIES	2006-07	2007-08	2008-09	2009+
Implement and review the Youth Development Plan	✓	✓	✓	✓
Implement the recommendations of Open Space Plan, including Paths and Trails Strategy	✓	✓	✓	✓
Implement Community Arts Strategy	✓	✓		
Develop Northern Equestrian Centre as State centre		✓		
Implement Community Development Strategy	✓	✓		
Implement Ross Creek Community Hub masterplan	✓	✓		
Minor upgrade for the Bannockburn Public Hall	✓			
Implement a review of Council's Recreation Plan	✓			
Further develop the Teesdale Town Place Plan	✓	✓	✓	
Review Options for the Upgrade of the Don Wallace Recreation Reserve Pavilion at Teesdale		✓		
Develop Woody Yaloak BMX Park	✓			
Implement a range of programs to increase participation and maximise use of recreation centres	✓	✓		
Develop a second oval at Inverleigh	✓			
Develop a shared netball and bowls facility at Inverleigh Recreation Reserve				
Review public toilet facilities within the Shire	✓			
Investigate options to complete the missing link in the northern Inverleigh Environment River Walk	✓			
Review community and recreation needs for Batesford and consult with the City of Greater Geelong	✓			
Continue development of Batesford protocol in conjunction with the City of Greater Geelong	✓			

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STRATEGIES	2006-07	2007-08	2008-09	2009+
Review options for Batesford Cemetery	✓			
Implement as appropriate the Bannockburn Community & Recreation Infrastructure Development Plan	✓	✓	✓	✓

KEY RESULT AREA

Roads & Streets Infrastructure

Strategic Objective

To maintain and enhance the road network at a level that adequately satisfies transportation needs.

Strategic Indicator

1. Maintain the Moloney Asset Management System Rating for our local roads.
2. Improve the Local Roads Community Satisfaction rating of 52%.

Key Strategic Plan

1. Road Strategy

Business Plan Strategies 2006-10

STRATEGIES	2006-07	2007-08	2008-09	2009+
Implement Road Strategy, including the development of low volume roads policy	✓	✓	✓	✓
Advocate for passing lanes on the Midland Highway (between Meredith and Geelong) and the Hamilton Highway (between Inverleigh and Geelong) and the Bannockburn-Shelford Road	✓	✓	✓	✓
Advocate for link roads to be reclassified as main roads to connect with new Ballarat Regional Saleyards (Bells Road and Kopkes Road, Haddon-Ross Creek, Haddon-Windermere, Linton-Snake Valley Road and Sago Hill Road)	✓	✓	✓	✓
Advocate for safe turning lanes at Hamilton Highway intersections with Harvey Road, Burnside Road, Friend in Hand Road and Common Road	✓	✓	✓	✓
Advocate for the State Government to upgrade Highways impacted by new VicRoads developments and population growth, including Hamilton Highway	✓	✓	✓	✓
Advocate for State Government to adopt the Midland, Glenelg and Hamilton Highway Strategies	✓	✓	✓	✓
Advocate for passing lanes on the Glenelg Highway	✓	✓	✓	✓

KEY RESULT AREA

Waste Management

Strategic Objective

Continue to provide the current satisfactory garbage bin and recycling bin collection disposal service.

Strategic Indicator

Maintain the Waste Management Community Satisfaction Survey rating of 77%.

Key Strategic Plan

1. Waste Management Strategy

Business Plan Strategies 2006-10

STRATEGIES	2006-07	2007-08	2008-09	2009+
Deliver waste management services as per strategy and contract	✓	✓	✓	
Review garbage collection area		✓		
Review hard waste collection		✓		