



Golden Plains Shire Council

Council Plan 2008 - 2012

Incorporating Finance 2005, Strategic Resource Plan

Adopted 27 March 2008; Effective 1 July 2008



GOLDEN PLAINS SHIRE

CONTENTS

SHIRE PROFILE	3
OUR VISION	4
OUR MISSION	4
OUR VALUES	4
OUR KEY RESULT AREAS	5
<i>Key Result Area: Citizen & Customer Service</i>	5
<i>Key Result Area: Civic Leadership</i>	6
<i>Key Result Area: Economic Development</i>	7
<i>Key Result Area: Environment & Land Use Planning</i>	8
<i>Key Result Area: Financial Management</i>	9
<i>Key Result Area: Human Support Services</i>	10
<i>Key Result Area: Recreation & Community Development</i>	11
<i>Key Result Area: Roads & Streets Infrastructure</i>	12
<i>Key Result Area: Waste Management</i>	13

SHIRE PROFILE

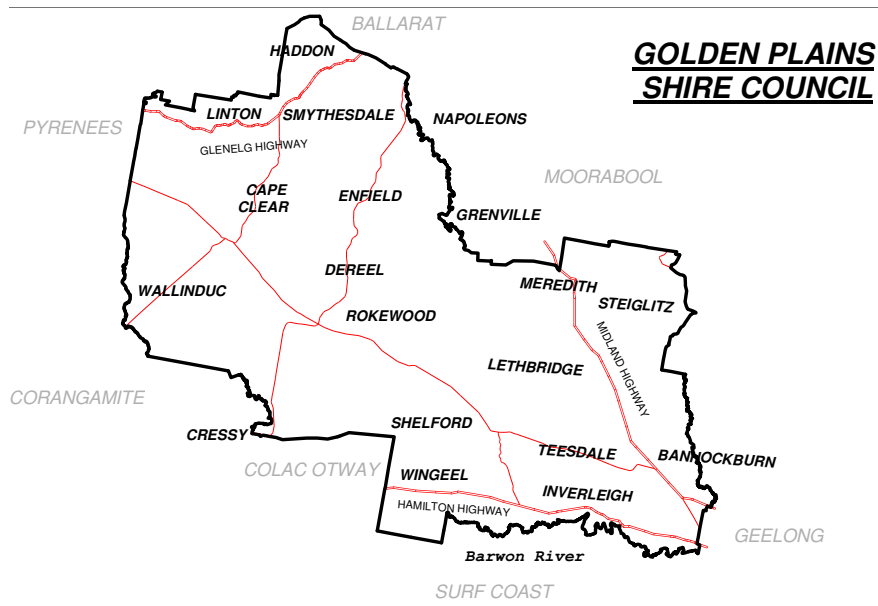
Golden Plains Shire comprises 2,705 square kilometres between Victoria's two largest regional cities, Geelong and Ballarat, and is within one hour of Melbourne.

With 17,077 residents across some 52 communities including 16 townships, Golden Plains is one of the fastest growing municipalities in Victoria, with population growth of around 14.7% between 2001 and 2006. Significantly, the shire has a higher proportion of young people within its population than the state and national average.

New residents, including many young families, have taken advantage of the proximity to services and employment opportunities available in Ballarat and Geelong. Despite rapid growth in the north-west and south-east of Golden Plains, the Shire's rural base and natural environment dominate the landscape.

While the Shire has a strong tradition of wool and grain growing, intensive animal farming, particularly poultry and pigs, is increasing. Growth in the home based business sector is providing healthy employment and lifestyle opportunities for the growing population. Wine is an emerging sector, with the Moorabool Valley being home to a well established and growing wine industry.

Natural beauty is also a feature of Golden Plains. Rolling green hills, sweeping canola fields, rugged bush landscapes and rocky plains span the shire from its historic gold mining towns in the north to the river valleys in its south. The Ballarat-Skipton Rail Trail, Enfield State Forest, Brisbane Ranges and Steiglitz Historic Park are popular attractions within an emerging day trip tourism market.



OUR VISION

Golden Plains Shire offers a lifestyle and opportunities that foster social, economic and environmental 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 challenges it creates.
- We maintain and enhance the diversity and uniqueness of our communities, while encouraging and managing population growth and economic development.
- We maintain and develop a quality road system and secure adequate resources for the future.
- We aim for citizens to 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 support agricultural industry, sustainable practices and the right to farm.
- We provide municipal leadership that reflects local needs within a competitive and changing environment while considering government priorities.
- We foster successful relationships and collaborative arrangements with other levels of government, agencies, non government organisations and the private sector.

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 their 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

Improve the Community Satisfaction Survey rating for Customer Service above 72%.

Key Strategic Plans

1. Customer Service Strategy
2. Communications Strategy
3. 10 Year Financial Plan

Business Plan Strategies 2008-12

STRATEGIES	2008-09	2009-10	2010-11	2011+
Maintain our communities' strong involvement in community activity	✓	✓	✓	✓
Regularly consult with our communities	✓	✓	✓	✓
Implement Council's Communications Strategy	✓	✓		
Develop new Communications and Marketing Strategy		✓		
Implement Council's Customer Service Strategy	✓	✓	✓	✓
Improve community satisfaction rating	✓	✓	✓	✓
Bannockburn Customer Service Centre development		✓	✓	

Key Result Area: Civic Leadership

Strategic Objective

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

Strategic Indicator

Improve the Community Satisfaction Survey rating for representing the community's interests on key local issues above 67%.

Key Strategic Plans

1. Emergency Management Plan
2. Municipal Fire Prevention Plan
3. Governance Plan
4. Risk Management Strategy
5. G21 Region Plan
6. Central Highlands Region Plan
7. Community Development Strategy

Business Plan Strategies 2008-12

STRATEGIES	2008-09	2009-10	2010-11	2011+
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, officers and the community	✓	✓	✓	✓
Facilitate and support community celebrations of important national events and days	✓	✓	✓	✓
Implement Municipal Fire Prevention Plan	✓	✓	✓	✓
Participate in relevant regional planning	✓	✓	✓	✓
Implement Council's Risk Management Strategy	✓	✓	✓	✓
Promote Councillor professional development	✓	✓	✓	✓
Implement Emergency Management Plan	✓	✓	✓	✓
Support drought initiatives	✓	✓		
Consider community plan priorities when conducting Council planning activities and community grant allocation	✓	✓	✓	✓

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

Improve the Community Satisfaction Survey rating for Economic Development above 64%.

Key Strategic Plans

1. Economic Development Strategy

Business Plan Strategies 2008-12

STRATEGIES	2008-09	2009-10	2010-11	2011+
Lobby State Government to take a lead role in facilitation of Council's Intensive Agriculture Study recommendations	✓			
Advocate for improved potable water supply	✓	✓	✓	✓
Advocate for improved energy infrastructure	✓	✓	✓	✓
Advocate for improved telecommunications	✓	✓	✓	✓
Implement Council's Economic Development Strategy	✓	✓	✓	✓
Implement the recommendations of the small town sewerage study	✓	✓	✓	✓
Assess and plan for impact of growth of neighbouring municipalities on Golden Plains Shire	✓	✓	✓	✓
Continue to plan and advocate for infrastructure needs including roads, paths, water, sewerage, effluent disposal, waste water re-use, power and telecommunications	✓	✓	✓	✓
Implement Council decisions with respect to the South East Land Use Planning Review	✓	✓		
Assess and plan for impact of Geelong Bypass on GPS	✓	✓		
Monitor and respond as appropriate to the economic impact of drought	✓	✓		
Advocate for alternative water supplies for economic development	✓	✓	✓	✓
Conduct a scoping study on future water requirements and provision for the municipality	✓	✓		

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

Improve the Community Satisfaction Survey rating for Town Planning policy and approvals above 64%.

Key Strategic Plans

1. Municipal Strategic Statement
2. Environment Strategy

Business Plan Strategies 2008-12

STRATEGIES	2008-09	2009-10	2010-11	2011+
Implement Environment Strategy	✓	✓	✓	
Implement Urban Design Framework plans	✓	✓	✓	
Progressively review town structure plans	✓	✓	✓	
Implement stage 2 of the Heritage Study	✓	✓		
Review Bannockburn Urban Design Framework	✓			
Implement the State Government's Farm Zone direct translation	✓	✓		
Implement the Rural Land Strategy	✓	✓		
Implement Bannockburn Town Centre Strategy	✓	✓		
Implement Rokewood, Corindhap and Dereel Urban Design Framework	✓	✓		
Prepare a land availability report	✓			

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

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

Key Strategic Plans

1. Finance 2005 (Council's Strategic Resource and Financial Plan 2004 to 2009)
2. Rating Strategy
3. 10 Year Financial Plan

Business Plan Strategies 2008-12

STRATEGIES	2008-09	2009-10	2010-11	2011+
Implement Council's 10 year financial plan		✓	✓	
Implement Finance 2005	✓			
Develop Finance 2009	✓			
Implement Finance 2009		✓	✓	✓
Advocate for a secure share of state and federal taxes	✓	✓		
Review Rating (Revenue) Strategy	✓			
Acquire property within GPS boundaries for future development				

Note: Council's four year Strategic Resource Plan (Finance 2005) is a legal requirement and a key component of the Council Plan. To assist with long term planning, Council will develop a ten year plan, but with less detail than Finance 2005. The ten year financial plan will inform future Strategic Resource Plans to ensure that Council remains financially viable over the long term.

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 above 78%.

Key Strategic Plans

1. Municipal Public Health Plan
2. Early Years Plan
3. Community Transport Plan
4. Healthy Ageing Action Plan
5. Disability Action Plan
6. Maternal and Child Health Services Action Plan
7. Health Promotion Action Plan

Business Plan Strategies 2008-12

STRATEGIES	2008-09	2009-10	2010-11	2011+
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 Healthy Ageing Action Plan	✓	✓	✓	✓
Implement Council's Municipal Public Health Plan	✓	✓	✓	✓
Facilitate 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	✓	✓	✓	✓
Continue to implement Council's 'Golden Connections' Community Transport Plan	✓	✓	✓	✓
Advocate for post compulsory education and support service delivery into the Shire	✓	✓	✓	✓
Implement Council's Disability Action Plan	✓	✓	✓	✓
Implement Council's Maternal and Child Health Services Action Plan	✓	✓	✓	✓
Implement Council's Health Promotion Action Plan	✓	✓	✓	

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

Improve the Recreational Facilities Community Satisfaction Survey rating above 69%.

Key Strategic Plans

1. Municipal Public Health Plan
2. Community Development Strategy
3. Recreation Plan
4. Youth Development Plan
5. Bannockburn Community & Recreation Infrastructure Development Plan
6. Open Space Plan
7. Paths and Trails Strategy

Business Plan Strategies 2008-12

STRATEGIES	2008-09	2009-10	2010-11	2011+
Undertake a review of Management options for major recreation facilities in the Shire	✓			
Implement the Youth Development Plan	✓	✓	✓	✓
Implement the recommendations of Open Space Plan, including Paths and Trails Strategy	✓	✓	✓	✓
Develop Council's Arts Strategy	✓			
Implement Council's Community Development Strategy	✓	✓	✓	✓
Implement Council's Ross Creek Community Hub masterplan	✓			
Further develop the Teesdale Town Place Plan	✓			
Implement the Bannockburn Community & Recreation Infrastructure Development Plan	✓	✓	✓	✓
Implement Council's Recreation Plan	✓	✓	✓	✓
Implement Community Grants program	✓	✓	✓	✓
Develop Council's Northern Equestrian Centre as a state centre	✓	✓		
Implement Dereel Town Place Plan	✓	✓	✓	
Replace Inverleigh Public Toilets			✓	

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 above 53%.

Key Strategic Plan

1. Road Strategy
2. Asset Management Strategy

Business Plan Strategies 2008-12

STRATEGIES	2008-09	2009-10	2010-11	2011+
Review Road Strategy including the development of low volume roads policy	✓			
Implement Road Strategy	✓	✓	✓	✓
Advocate for passing lanes on the Hamilton Highway (between Inverleigh and Geelong) and the Bannockburn-Shelford 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 safe turning lanes on Highways and main roads and develop a priority list	✓	✓		
Advocate for passing lanes and shoulder works on the Glenelg Highway	✓	✓	✓	✓
Implement the Asset Management Strategy	✓	✓		
Review and update the Regional TIRES (Timber Impacted Roads Evaluation) Study	✓	✓		
Participate in the regional Auslink groups	✓			
Advocate for continued timber roads funding	✓			

Key Result Area: Waste Management

Strategic Objective

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

Strategic Indicator

Improve the Waste Management Community Satisfaction Survey rating above 75%.

Key Strategic Plan

1. Waste Management Strategy

Business Plan Strategies 2008-12

STRATEGIES	2008-09	2009-10	2010-11	2011+
Implement the regional Waste Wise Strategy	✓			
Review Waste Management Strategy	✓			
Implement new Waste Management Strategy		✓	✓	✓