



Council Plan 2009 - 2013

Incorporating Finance 2009, Strategic Resource Plan

Adopted 26th February 2009; Effective 1st July 2009

Golden Plains Shire Council



GOLDEN PLAINS SHIRE

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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.

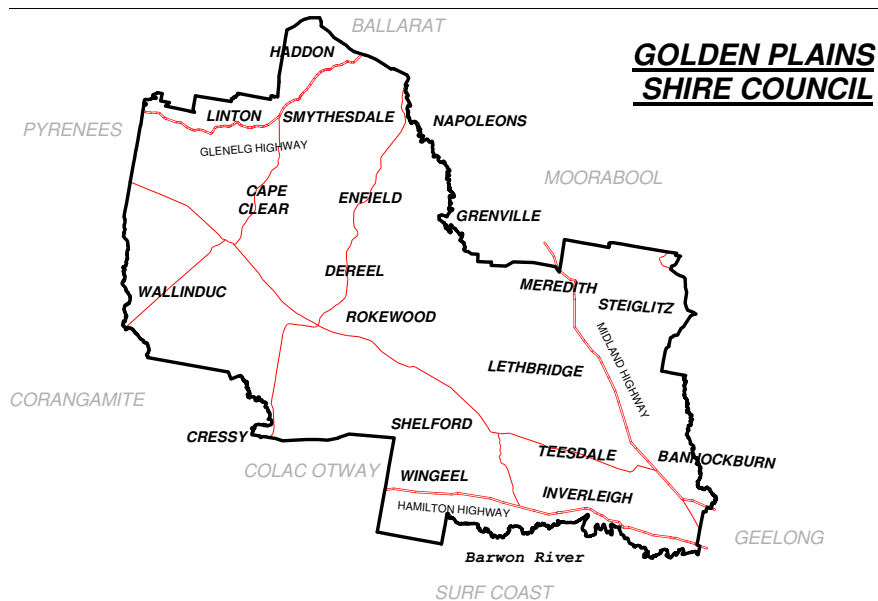
With approximately 17,285 residents across some 56 communities including 16 townships, Golden Plains is one of the fastest growing municipalities in Victoria. Over the past ten years (1996 to 2006), Golden Plains Shire has consistently experienced one of the highest levels of population growth of any municipality in rural and regional Victoria. The Census data indicates that Golden Plains Shire has experienced a growth rate 2.15 times higher than the State between 1996 and 2006. Over the same period, the north west statistical local area has experienced a growth rate 1.4 times higher than the State and the south east statistical local area has experienced a growth rate 2.85 times higher than the State.

Golden Plains Shire is expected to continue strong population growth. Some growth in the north west and central east is also expected, but growth in the central west is likely to remain fairly stagnant. The age profile of the population is also forecast to change significantly, with a large increase in population aged between 25 and 64 years of age, followed by a significant increase in people aged 65 years or older. Importantly, only a marginal increase in the number of people aged between 0 and 24 is expected, with distribution attributed almost exclusively in the Shire's south east region.

New residents 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.

The Shire's economy has an economic output of \$545m and a gross regional product (GRP) of \$303m. The following industry sectors make a major contribution to economic output in the Shire: agriculture (\$173m); manufacturing (\$109m); construction (\$57m); property and business services (\$48m); retail trade (\$31m); wholesale trade (\$21m); government administration (\$21m); and education (\$19m).

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, Inverleigh River Walk, 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 2006-2010
2. Communications Strategy 2009-13
3. Strategic Resource Plan (Finance 2009)

Business Plan Strategies 2009-13

STRATEGIES	2009-10	2010-11	2011-12	2012+
Maintain our communities' strong involvement in community activity	✓	✓	✓	✓
Implement Council's Customer Service Strategy	✓	✓	✓	✓
Bannockburn Customer Service Centre development	✓	✓	✓	✓
Develop a concept for provision of a service centre model in the central region of the Shire	✓			
Improve community satisfaction rating	✓	✓	✓	✓
Regularly consult with our communities	✓	✓	✓	✓
Implement Council's Communications Strategy	✓			
Develop and implement new Communications and Marketing Strategy	✓	✓	✓	✓

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. Risk Management Strategy 2008
4. G21 Region Plan
5. Central Highlands Region Plan
6. Community Development Strategy 2009-12

Business Plan Strategies 2009-13

STRATEGIES	2009-10	2010-11	2011-12	2012+
Implement Emergency Management Plan	✓	✓	✓	✓
Implement Municipal Fire Prevention Plan	✓	✓	✓	✓
Implement Council's Risk Management Strategy	✓	✓	✓	✓
Regularly lobby Members of Parliament and senior bureaucrats on key local and strategic issues	✓	✓	✓	✓
Secure representation on national, state, regional and local Government bodies	✓	✓	✓	✓
Participate in relevant regional and state planning	✓	✓	✓	✓
Promote Councillor professional development	✓	✓	✓	✓
Advocate and support drought initiatives	✓	✓	✓	✓
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	✓	✓	✓	✓
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 2008-12
2. G21 Region Plan
3. Central Highlands Region Plan

Business Plan Strategies 2009-13

STRATEGIES	2009-10	2010-11	2011-12	2012+
Implement Council's Economic Development Strategy	✓	✓	✓	
Monitor and respond as appropriate to the economic impact of drought	✓	✓		
Assess and plan for impact of growth of neighbouring municipalities on Golden Plains Shire	✓	✓	✓	✓
Assess and plan for impact of Geelong Bypass on GPS	✓			
Advocate to be included in the Ballarat West Development process	✓			
Implement Council decisions with respect to the South East Land Use Planning Review	✓	✓	✓	
Implement the recommendations of the small town sewerage study	✓	✓	✓	
Conduct a scoping study on future water requirements and provision for the municipality	✓	✓	✓	
Lobby State Government to take a lead role in facilitation of Council's Intensive Agriculture Study recommendations	✓			
Implement recommendations of the G21 Secure Water Study	✓	✓	✓	✓
Advocate for alternative water supplies for economic development	✓	✓	✓	
Advocate for improved potable water supply	✓	✓	✓	✓
Advocate to State Government on water re-use issues	✓	✓	✓	✓
Advocate for improved energy infrastructure	✓	✓	✓	✓
Advocate for improved telecommunications	✓	✓	✓	✓
Continue to plan and advocate for infrastructure needs including roads and paths	✓	✓	✓	

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 66%.

Key Strategic Plans

1. Municipal Strategic Statement
2. Environment Strategy

Business Plan Strategies 2009-13

STRATEGIES	2009-10	2010-11	2011-12	2012+
Implement Environment Strategy	✓	✓	✓	✓
Implement Urban Design Framework plans	✓	✓	✓	✓
Progressively review town structure plans	✓	✓	✓	✓
Review Council's policy for control and management of off-road bikes and vehicles	✓			
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	✓			
Review Municipal Strategic Statement	✓			
Advocate for water authorities to return water to the Moorabool River	✓	✓		

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 2009 (Council's Strategic Resource and Financial Plan 2009-2013)
2. Rating Strategy
3. 10 Year Financial Plan

Business Plan Strategies 2009-13

STRATEGIES	2009-10	2010-11	2011-12	2012+
Implement Finance 2009	✓	✓	✓	✓
Advocate for an equitable share of state and federal taxes	✓	✓	✓	✓
Monitor and respond to the financial implications of the Carbon Emissions Trading (tax)	✓			
Implement Rating (Revenue) Strategy	✓	✓	✓	✓
Implement Council's 10 year financial plan	✓	✓	✓	✓
Acquire property within the municipality 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 75%.

Key Strategic Plans

1. Municipal Public Health Plan 2008-12
2. Early Years Plan
3. Community Transport Plan
4. Healthy Ageing Action Plan 2007-2009
5. Disability Action Plan
6. Maternal and Child Health Services Action Plan
7. Health Promotion Action Plan 2008-10
8. G21 Integrated Community Transport Plan

Business Plan Strategies 2009-13

STRATEGIES	2009-10	2010-11	2011-12	2012+
Implement Council's Municipal Public Health Plan	✓	✓	✓	✓
Implement Council's Early Years Plan	✓	✓	✓	✓
Continue to implement Council's 'Golden Connections' Community Transport Plan	✓	✓	✓	✓
Implement Council's Healthy Ageing Action Plan	✓	✓	✓	✓
Implement Council's Disability Action Plan	✓	✓	✓	✓
Implement Council's Maternal and Child Health Services Action Plan	✓	✓	✓	✓
Implement Council's Health Promotion Action Plan	✓	✓	✓	✓
Monitor and advocate for public transport needs in the Shire	✓	✓	✓	✓
Support co-location of schools with other community facilities	✓	✓	✓	✓
Facilitate the development of a network of community health centres	✓	✓	✓	✓
Facilitate development of child care options in GPS	✓	✓	✓	✓
Develop an Aged Care Services Strategy	✓			✓
Facilitate the Golden Plains Health Planning Network	✓	✓	✓	✓
Advocate for future health and community services needs	✓	✓	✓	✓
Advocate for secondary education provision within the Shire	✓	✓	✓	✓
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

Improve the Recreational Facilities Community Satisfaction Survey rating above 67%.

Key Strategic Plans

1. Municipal Public Health Plan 2008-12
2. Community Development Strategy 2009-12
3. Recreation Strategy 2008-12
4. Youth Development Strategy
5. Bannockburn Community and Recreation Infrastructure Development Plan 2005
6. Open Space Strategy 2005
7. Paths and Trails Strategy 2005
8. Arts Strategy
9. Geelong Regional Library Corporation Plan 2009-2013

Business Plan Strategies 2009-13

STRATEGIES	2009-10	2010-11	2011-12	2012+
Implement a review of management options for major recreation facilities in the Shire	✓			
Implement the Youth Development Strategy	✓	✓	✓	✓
Implement the recommendations of Open Space Plan, including Paths and Trails Strategy	✓	✓	✓	✓
Implement 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 Strategy	✓	✓	✓	✓
Implement Community Grants program	✓	✓	✓	✓
Develop Council's Northern Equestrian Centre as a state centre	✓	✓	✓	
Implement Dereel Town Place Plan	✓	✓		
Implement public toilets replacement schedule		✓		
Implement Council's aspects of the Geelong Regional Library Plan 2009-2013	✓	✓	✓	✓

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 52%.

Key Strategic Plan

1. Road Strategy 2002
2. Asset Management Strategy 2008-2028

Business Plan Strategies 2009-13

STRATEGIES	2009-10	2010-11	2011-12	2012+
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 and Roads to Market funding	✓	✓	✓	✓
Advocate for overtaking lanes on the Midland Highway between Bannockburn and Meredith	✓	✓		
Implement bridge replacement strategy	✓	✓	✓	✓
Support the development of the western arterial link	✓	✓		

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 74%.

Key Strategic Plan

1. Waste Management Strategy 2002-2009

Business Plan Strategies 2009-13

STRATEGIES	2009-10	2010-11	2011-12	2012+
Implement Waste Management Strategy	✓	✓	✓	✓