



COUNCIL PLAN 2011-2015

Incorporating Finance 2009 MK 2
Strategic Resource Plan

Adopted 25 January 2011
Effective 1 July 2011



GOLDEN PLAINS SHIRE

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SHIRE PROFILE

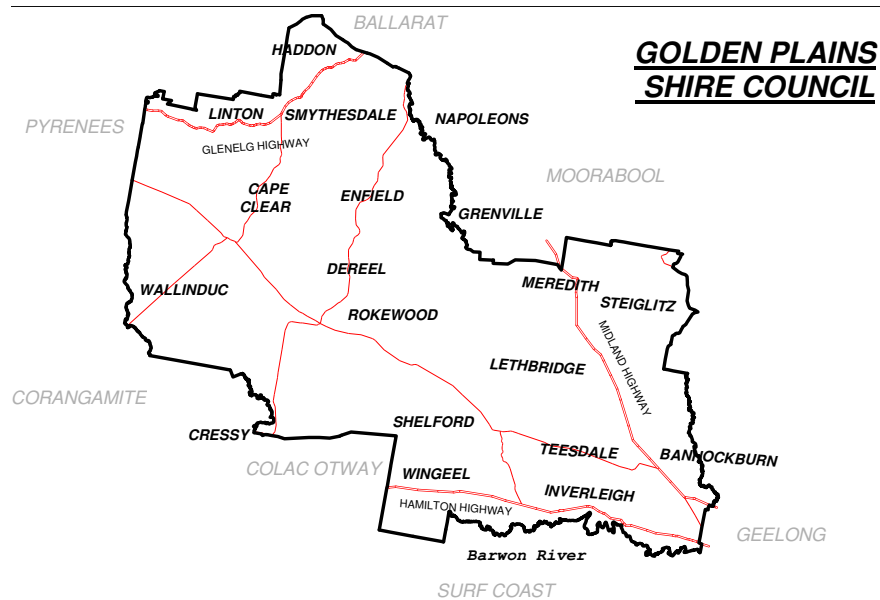
Golden Plains Shire comprises 2,705 square kilometres between two of Victoria's largest regional cities, Geelong and Ballarat, and is within one hour of Melbourne.

With 18,173 residents across 56 communities and 16 townships, Golden Plains is one of the fastest growing municipalities in Victoria, with population growth of around 2.5% per annum. 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. Wine making is also an important sector, with the Moorabool Valley being home to a well established and growing wine industry. In addition, an increase in mixed farming systems as a result of climate change is resulting in a steady transition to increased grain production.

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 engage in long term financial planning and management to ensure sustainability of the municipality.
- 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 73%.

Key Strategic Plans

1. Customer Service Strategy
2. Communications Strategy
3. Strategic Resource Plan (Finance 2009)

Business Plan Actions 2011-2015

| ACTIONS | 2011-12 | 2012-13 | 2013-14 | 2015+ |
|--|---------|---------|---------|-------|
| Maintain our communities' strong involvement in community activity | ✓ | ✓ | ✓ | ✓ |
| Implement Customer Service Strategy | ✓ | ✓ | ✓ | |
| Improve community satisfaction rating | ✓ | ✓ | ✓ | ✓ |
| Regularly consult with our communities | ✓ | ✓ | ✓ | ✓ |
| Implement 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 64%.

Key Strategic Plans

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

Business Plan Actions 2011-2015

| ACTIONS | 2011-12 | 2012-13 | 2013-14 | 2015+ |
|--|---------|---------|---------|-------|
| Implement Emergency Management Plan | ✓ | ✓ | ✓ | ✓ |
| Implement Municipal Fire Prevention Plan | ✓ | ✓ | ✓ | ✓ |
| Implement Council's obligations within the Bushfires Royal Commission's recommendations | ✓ | ✓ | ✓ | ✓ |
| Review emergency management structure as a result of the Bushfires Royal Commission's recommendations | ✓ | | | |
| Implement Neighbourhood Safer Places Plans | ✓ | ✓ | | |
| Implement 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 | ✓ | ✓ | ✓ | ✓ |
| Continue to work in the interests of a cohesive Council and maintain a good working relationship among Councillors, officers and the community | ✓ | ✓ | ✓ | ✓ |
| Promote Councillor professional development | ✓ | ✓ | ✓ | ✓ |
| Advocate and support drought initiatives and drought recovery measures | ✓ | | | |
| Facilitate and support community celebrations of important national events and days | ✓ | ✓ | ✓ | ✓ |
| Consider community plan priorities when conducting Council planning activities and community grant allocation | ✓ | ✓ | ✓ | ✓ |
| Advocate for natural gas infrastructure | ✓ | ✓ | ✓ | ✓ |
| Advocate for broadband | ✓ | ✓ | ✓ | ✓ |

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 62%.

Key Strategic Plans

1. Economic Development Strategy
2. G21 Region Plan
3. Central Highlands Region Plan
4. G21 Water Taskforce (terms of reference and action plan)

Business Plan Actions 2011-2015

| ACTIONS | 2011-12 | 2012-13 | 2013-14 | 2015+ |
|--|---------|---------|---------|-------|
| Implement Economic Development Strategy | ✓ | | | |
| Assess and plan for impact of growth of neighbouring municipalities on Golden Plains Shire | ✓ | ✓ | ✓ | ✓ |
| Implement Council decisions with respect to the South East Land Use Planning Review | ✓ | ✓ | ✓ | |
| Implement the recommendations of the Small Town Sewerage Study | ✓ | ✓ | ✓ | ✓ |
| 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 | ✓ | ✓ | ✓ | ✓ |

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 63%.

Key Strategic Plans

1. Municipal Strategic Statement
2. Environment Strategy

Business Plan Actions 2011-2015

| ACTIONS | 2011-12 | 2012-13 | 2013-14 | 2015+ |
|---|---------|---------|---------|-------|
| Advocate for water authorities to return water to the Moorabool River | ✓ | | | |
| Implement Environment Strategy | ✓ | ✓ | ✓ | ✓ |
| Implement Urban Design Framework plans | ✓ | ✓ | ✓ | ✓ |
| Implement Residential Land Supply Plan | ✓ | ✓ | ✓ | ✓ |

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)
2. Rating Strategy
3. 10 Year Financial Plan

Business Plan Actions 2011-2015

| ACTIONS | 2011-12 | 2012-13 | 2013-14 | 2015+ |
|---|---------|---------|---------|-------|
| Implement Finance 2009 | ✓ | ✓ | ✓ | |
| Support peak bodies to advocate for an equitable share of state and federal taxes | ✓ | ✓ | ✓ | ✓ |
| Implement Rating (Revenue) Strategy | ✓ | ✓ | ✓ | |
| Implement 10 year financial plan | ✓ | ✓ | ✓ | ✓ |
| Acquire property within the municipality for future development | ✓ | ✓ | ✓ | ✓ |
| Monitor and respond to the financial impact on Council of the price of carbon | ✓ | ✓ | ✓ | ✓ |

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 73%.

Key Strategic Plans

1. Municipal Public Health Plan
2. Early Years Plan
3. Community Transport Plan
4. Access and Inclusion Plan
5. Health Promotion Action Plan
6. G21 Integrated Community Transport Plan

Business Plan Actions 2011-2015

| ACTIONS | 2011-12 | 2012-13 | 2013-14 | 2015+ |
|--|---------|---------|---------|-------|
| Implement Municipal Public Health and Wellbeing Plan | ✓ | ✓ | ✓ | ✓ |
| Implement Early Years Plan | ✓ | ✓ | ✓ | ✓ |
| Implement 'Golden Connections' Community Transport Plan | ✓ | ✓ | ✓ | ✓ |
| Implement Access and Inclusion Plan | ✓ | ✓ | ✓ | ✓ |
| Implement 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 | ✓ | ✓ | ✓ | ✓ |
| Develop an Aged Services Strategy | ✓ | | | |
| Facilitate the Golden Plains Health Planning Network | ✓ | ✓ | ✓ | ✓ |
| Advocate for future health and community services needs and facilitation of partnerships | ✓ | ✓ | ✓ | ✓ |
| Advocate for the urgent need 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 70%.

Key Strategic Plans

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

Business Plan Actions 2011-2015

| ACTIONS | 2011-12 | 2012-13 | 2013-14 | 2015+ |
|---|---------|---------|---------|-------|
| Implement Youth Development Strategy | ✓ | ✓ | ✓ | ✓ |
| Implement the recommendations of Open Space Plan, including Paths and Trails Strategy | ✓ | ✓ | ✓ | ✓ |
| Develop Arts Strategy | ✓ | | | |
| Implement Arts Strategy | | ✓ | ✓ | ✓ |
| Implement Community Development Strategy | ✓ | ✓ | ✓ | ✓ |
| Implement Ross Creek Community Hub masterplan | ✓ | | | |
| Implement Town Place Plans | ✓ | ✓ | ✓ | ✓ |
| Implement the Bannockburn Community & Recreation Infrastructure Development Plan | ✓ | ✓ | ✓ | ✓ |
| Implement Recreation Strategy | ✓ | ✓ | ✓ | ✓ |
| Implement Community Grants program | ✓ | ✓ | ✓ | ✓ |
| Develop Northern Equestrian Centre as a state centre | ✓ | ✓ | ✓ | ✓ |
| Implement Golden Plains Shire's aspects of the Geelong Regional Library Plan | ✓ | ✓ | | |
| Implement the Sustainable Futures for Recreation Facilities study | ✓ | ✓ | ✓ | ✓ |

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 50%.

Key Strategic Plan

1. Road Strategy
2. Asset Management Improvement Strategy

Business Plan Actions 2011-2015

| ACTIONS | 2011-12 | 2012-13 | 2013-14 | 2015+ |
|---|---------|---------|---------|-------|
| Implement Road Strategy | ✓ | ✓ | ✓ | ✓ |
| Advocate for the State Government to adopt the Midland, Glenelg and Hamilton Highway Strategies | ✓ | ✓ | ✓ | |
| Advocate for overtaking lanes on the Hamilton Highway and the Midland Highway | ✓ | ✓ | ✓ | ✓ |
| Advocate for safe turning lanes on highways and main roads and develop a priority list | ✓ | ✓ | ✓ | ✓ |
| Advocate for the Midland Highway duplication between Geelong and Bannockburn | ✓ | ✓ | ✓ | ✓ |
| Advocate for the Glenelg Highway duplication between Ballarat and Smythesdale | ✓ | ✓ | ✓ | ✓ |
| Implement Asset Management Improvement Strategy | ✓ | ✓ | ✓ | ✓ |
| Review and update Regional TIRES (Timber Impacted Roads Evaluation Study) | ✓ | ✓ | | |
| Participate in regional roads groups | ✓ | ✓ | ✓ | ✓ |
| Advocate for continued Timber Roads and Roads to Market funding | ✓ | ✓ | ✓ | ✓ |
| Implement bridge replacement program | ✓ | ✓ | ✓ | ✓ |
| Support the development of Ballarat's southern bypass | ✓ | ✓ | ✓ | ✓ |
| Advocate for increased VicRoads expenditure on maintenance of the main road network | ✓ | ✓ | ✓ | ✓ |
| Plan for a Bannockburn truck bypass | ✓ | ✓ | ✓ | ✓ |
| Advocate for the transport related recommendations within the Transition to Grain report | ✓ | ✓ | ✓ | ✓ |

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 73%.

Key Strategic Plan

1. Waste Management Strategy

Business Plan Actions 2011-2015

| ACTIONS | 2011-12 | 2012-13 | 2013-14 | 2015+ |
|--|---------|---------|---------|-------|
| Implement Waste Management Strategy | ✓ | ✓ | ✓ | |
| Advocate for local projects funded by the State Landfill Levy | ✓ | ✓ | ✓ | ✓ |
| Close and rehabilitate Teesdale Landfill | ✓ | ✓ | | |
| Investigate alternate waste disposal systems to divert waste water to re-use schemes | ✓ | ✓ | ✓ | ✓ |