

Borough of Queenscliffe

Council Plan 2010 - 2013

***The Council Plan incorporates the Municipal Public
Health and Wellbeing Plan***

Adopted: XXXXXXXX

Our Vision

The making of a place in which people live, work and visit with a mutual respect for the environment and for others with whom we share our Borough.

Contents

The Short Version	2
Message from the Mayor	3
Introducing Your Council	4
Portfolio Reference Groups.....	4
Profile of the Borough	5
What is the Municipal Public Health and Wellbeing Plan about?	7
What does a healthy community look like?	8
1. Governance, Finance & External Relations	13
2. Sustainability & Local Environment.....	15
3. Business & Tourism	17
4. Community Development.....	19
5. Planning, Heritage & Community Assets	21
Strategic Resource Plan	23

Borough of Queenscliffe
50 Learmonth Street (PO Box 93), Queenscliff Vic 3225
Phone: (03) 5258 1377 Fax: (03) 5258 3315
Email: info@queenscliffe.vic.gov.au Internet: www.queenscliffe.vic.gov.au

*The Council Plan 2009-2013 has been developed with regard to and complies
with the Victorian Charter of Human Rights and Responsibilities.*

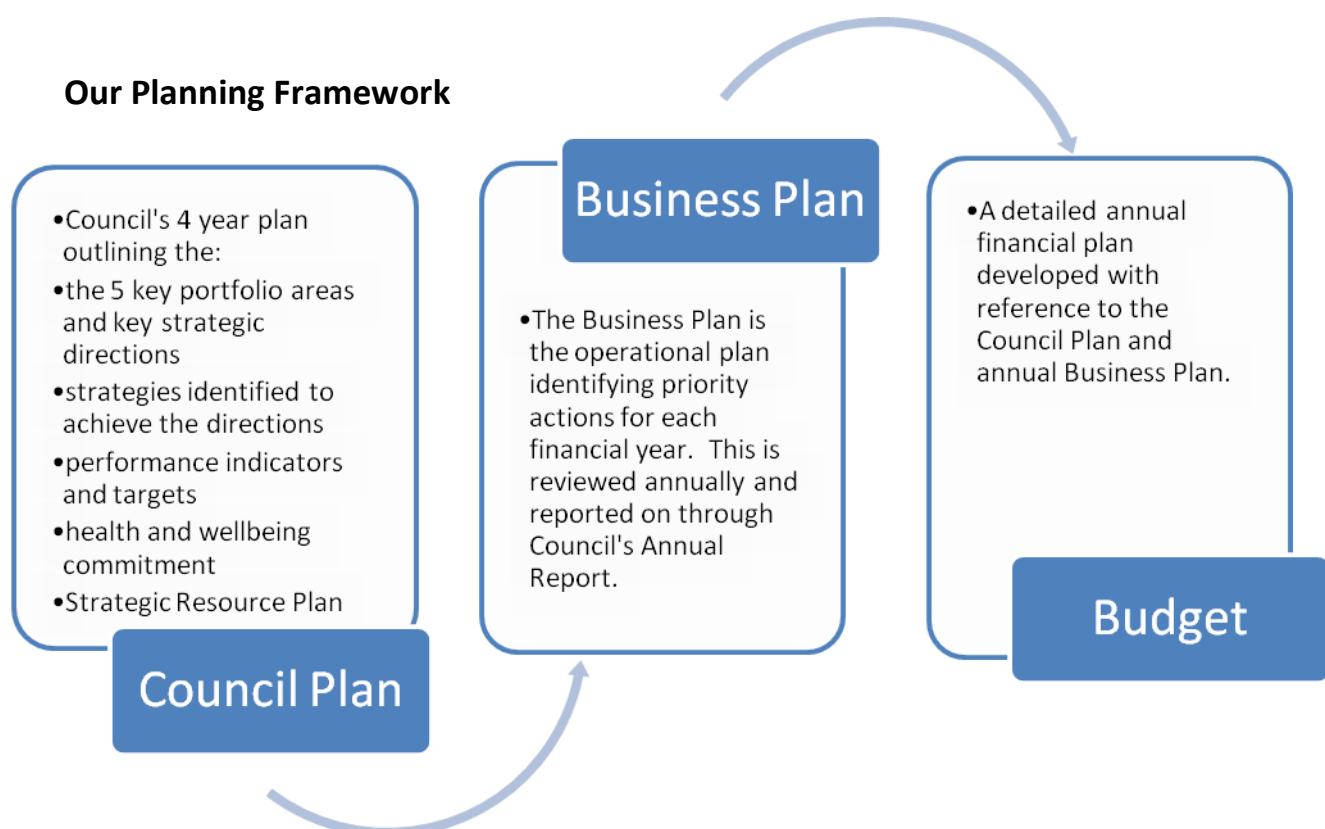
The Short Version

What is the Council Plan?

The Council Plan, incorporating the Municipal Public Health and Wellbeing Plan, is a legislative requirement, however good business practice dictates that organisations have such a plan to inform their decision-making and resource allocation. The Council Plan defines the strategic focus of Council over its 4 year term and sets the parameters for the activities to be funded in the Strategic Resource Plan and the annual Budget.

The four year Strategic Resource Plan (SRP) determines the financial and human resources required to achieve the objectives in the Council Plan. The SRP ensures that the Council Plan is properly resourced and that Council's financial viability is maintained.

Our Planning Framework



How will we tell you what we've done?

Keeping our community informed is an important priority for this Council. We'll tell you what we've done to implement the Council Plan by:

- Quarterly progress reports to Council.
- Reporting annually to Council and the State Government.
- Monitoring through Portfolio Reference Groups.
- Communicating to the community on the progress of projects and priority actions through local media, in the Quarterly Rates Newsletter (which is delivered to all ratepayers) and on Council's website.

Message from the Mayor



It is with great pleasure that I present the Borough of Queenscliffe 2010-2013 Council Plan.

This Plan has been developed through consultation with the community, Councillors and Council staff and incorporates the vision for the future of the Borough of Queenscliffe.

Together we have developed a Plan that clearly sets out Council's key directions and strategies which echoes a health and wellbeing ethos for the next four years and the measures that we will use to report back to the community on our success or otherwise.

As a Council we have worked hard to identify what we considered to be the key areas of importance to our community. These areas have been grouped into five key portfolio areas:

- Governance, Finance and External Relations;
- Sustainability and Local Environment;
- Business and Tourism;
- Community Development; and
- Planning, Heritage and Community Assets.

To help inform the development of this Plan and monitor its implementation into the future, Council has set up community Reference Groups framed around the five priority portfolio areas established early in the new Council term. We were enthused by the level of community interest in the Portfolio Reference Groups and are confident that the representatives selected will bring a broad range of the ideas and perspectives to each group.

We hope that you take the time to read this document thoroughly and comment on any issues of interest to you. Your input is vital to ensuring that the plan remains relevant and useful. Your comments and suggestions are welcome at any time, as we are committed to maximising the opportunities for community participation in this ongoing planning process.

By working together we are confident that we can achieve "*The making of a place in which people live, work and visit with a mutual respect for the environment and for others with whom we share our Borough.*"

Cr Bob Merriman
MAYOR

Introducing Your Council



(Pictured from Left to Right)

Cr Helene Butler, Cr David Mitchell, Cr Bob Merriman (Mayor), Cr John Burgess, Cr Lloyd Davies and Mr Lenny Jenner (Chief Executive Officer)

Portfolio Reference Groups

Each Councillor was delegated responsibility for one of the following Portfolio Reference Groups:

- Governance, Finance and External Relations - Cr Bob Merriman
- Sustainability and Local Environment - Cr Lloyd Davies
- Business and Tourism - Cr John Burgess
- Community Development - Cr Helene Butler
- Planning, Heritage and Community Assets - Cr David Mitchell

Extensive consultation in regard to the Council Plan has been facilitated through the Portfolio Reference Groups and other key stakeholders and agencies.

Profile of the Borough

Our History

The Borough of Queenscliffe has a rich history of Aboriginal and European activity and settlement which contributes to the cultural and historical significance of the Borough.

Queenscliffe was first and foremost built for Government purposes. It provided postal, customs, health and telegraph services, lighthouse and signal services, military and defence establishments and the sea pilots service.

The small sea-side villages of Queenscliff and Point Lonsdale on the Bellarine Peninsula form the Borough of Queenscliffe, which is the smallest local government area in Victoria, covering 10.83 square kilometres. The predominantly urban Borough was created on 12 May, 1863 and has remained in existence since that time.

Our Community

The unique heritage and coastal environment makes the Borough of Queenscliffe a classic location for residents and visitors. The Borough of Queenscliffe had permanent resident population of 2,937 in 2008. These figures do not account for the significant numbers of temporary residents who own property and holiday or live part-time in the Borough.

While the municipality has a vibrant population that is very active in community and civic activities, the demography of the Borough highlights a comparatively high incidence of people aged over 60 years (37.9% compared to the Victorian average of 17.9%), people living alone (34.3% compared to the Victorian average of 24.5%), and non- resident ratepayers (53.0% of assessments are absentee ratepayers).

This population profile presents a range of challenges for Council, particularly given the population fluctuations associated by tourism and the attraction of the Borough over the summer period.

The following table shows the breakdown in age structure for the Borough of Queenscliffe compared to the Victorian average in 2006.

	Borough of Queenscliffe	Victorian Average
Infants 0 to 4 years	4.4%	6.2%
Children 5 to 17 years	14.6%	17.3%
Adults 18 to 64 years	50.5%	63.1%
Mature adults 65 to 84 years	24.8%	11.6%
Senior citizens 85 years and over	5.7%	1.7%

Source: Community Profile I.D. www.q21.com.au

Our Environment

The Port Phillip Bay and Bass Strait coastlines of the Borough are characterised by primary dunes covered in remnant coastal vegetation, formal parkland, and beaches. There are also limestone cliffs exposed along the coast at both Point Lonsdale and Shortlands Bluff, which are significant landscape features. The marine and terrestrial environments of Swan Bay, its foreshore and islands are environmental assets of international significance.

Council has considerable responsibility for coastal and crown land management with foreshore reserves under Council's management comprising approximately 8% of the total municipal area (27 reserves totaling around 104 hectares) - the highest proportion of any municipality in Victoria.

Our Economy

Tourism is by far the most significant activity in the Borough, accounting for at least 45% of the local economy. The attraction of our beautiful beaches and coastal landscapes, the heritage buildings of Queenscliff and the village atmosphere of Point Lonsdale along with quality restaurants and shops, and the many and varied events held throughout the year, from the Queenscliff Music Festival to the Rip View Swim Classic, make the Borough a unique and classic experience for every visitor.

Our Strengths

As a place, our strength comes from our strong tourism and heritage ties and our unique natural, coastal and built environment located within close proximity to the second largest regional city in Victoria.

As a community our main strength lies in our high level of community involvement. According to the 2006 Census, 37.9% of our community volunteer in the Borough (well above the Victorian average of 17.7%).

As an organisation we see our delivery of high quality aged care and disability services, and the election of the new Council as our main strength heading into 2009-2013. A new staff structure places Council in a good position to maximise its productivity and service delivery across the organisation.

Our Challenges

The challenges facing Council in 2010 - 2013 are:

- Improving community engagement and communication in an all-inclusive way;
- Our unique demographics, in particular catering for our projected aging population;
- Increased demands for new services;
- The impact of large developments;
- Tackling climate change and drought;
- Improving our roads and transport; and
- Maintaining assets and keeping up with asset renewal with limited resources.

The Borough of Queenscliffe acknowledges the challenges ahead, and is confident that the 2010-2013 Council Plan and business plan priority actions will address these issues by utilising our current strengths and developing new ones.

What is the Municipal Public Health and Wellbeing Plan about?

In 2008 the Parliament of Victoria initiated reforms to its public health legislation and as at 1 January 2010 the Public Health and Wellbeing Act 2008 was enacted.

Under the Public Health and Wellbeing Act 2008, local councils in Victoria are required to prepare a 4 year municipal public health plan, within 12 months of their inauguration, that sets out the strategic directions and actions for the municipality in preventing ill health and promoting good health.

The Council Plan 2009-2013 was adopted in June 2009 to provide a strategic basis for the new Council to implement actions to achieve the community Vision. Under Section 26 of the Public Health and Wellbeing Act 2008 Councils are able to integrate the Municipal Public Health and Wellbeing Plan into their Council Plan. The Borough of Queenscliffe Council adopted the recommendation to do this as a formal demonstration of its commitment to improving the health and wellbeing of our community.

The integration of the Public Health and Wellbeing Plan into the Council Plan ensures that:

- Council's commitment to its role and responsibility to community health and wellbeing is clearly demonstrated;
- Council's accountability to achieving the objectives relating to health and wellbeing is strengthened by annual auditing of the actions and measures required under the Local Government Act 1989;
- Council's priorities align with State and regional initiatives that respond to the major causes of mortality in the community and improving the overall health and wellbeing of the community;
- Duplication of actions from the Council Plan into the Municipal Public Health and Wellbeing Plan are avoided.

This Plan has been developed with regard to the State Government's 'Environments for Health - Municipal Public Health Planning Framework', and a number of other significant local, state and national reference documents, including:

- G21 Geelong Region Alliance Health and Wellbeing Strategic Plan 2009 - 2012
- Victoria's Health Promotion Priority Setting for 2007 - 2012
- Victorian Immunisation Strategy 2009 -2012

What does a healthy community look like?

The Social Model of Health

The health of our community is assessed by looking at the broader determinants of health that reflect the social model of health concept.

The social model of health recognises the effect of social, economic, cultural and political factors and conditions on health and wellbeing. It is a conceptual framework for improving health outcomes, aimed at preventing and reducing illness and addressing inequalities and disadvantage that exist within the community.

The social model of health investigates and works towards addressing the factors, which are known to determine health and wellbeing. These are known as 'social determinants of health' and include the following:

The social gradient: People's social and economic circumstances affect health throughout life.

Stress: The individual response to stress can cause physiological changes, which affect health. It is recognised that people's social and psychological circumstances can affect health through stress.

Early life: The effects of early physiological and psychological development, both negative and positive last a lifetime. The infant is dependent on their circumstances and significant others for both physical and emotional experiences.

Social exclusion: This may be imposed by law, result from economic circumstances or from a failure to supply social goods or services. Groups that are socially excluded include unemployed, ethnic minorities, homeless, pensioners or people with disabilities. These groups experience worse health outcomes than the population.

Work: Stress in the workplace increases the risk of disease. An imbalance in two aspects of workflow control when work demands are high and an imbalance in effort in relation to reward (income, self-esteem or status) have been identified with negative health consequences.

Unemployment: Unemployment or job insecurity have a negative effect on health. Psychological and social resources are likely to increase in employment and decline in unemployment.

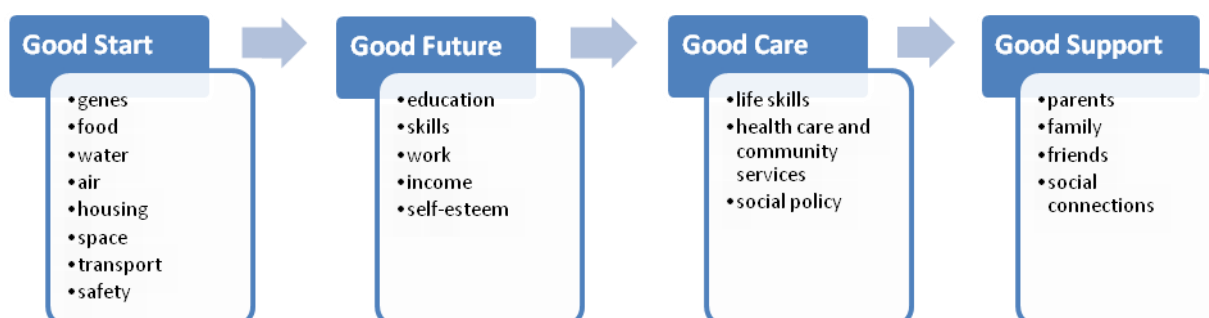
Social supports: Friendships, good social support at home, at work, and in the community improve both physical and mental health.

Addiction: While individuals use alcohol, drugs and tobacco, their use is influenced by a wider social setting. Addictive behaviours are generally detrimental to health.

Food: Strong links have been established between nutrition (both under and over) and a range of diseases.

Transport: Healthy transport means reducing driving and encouraging more cycling and walking, backed up with better transport.

Simply put, enjoying good health and wellbeing means:



How do we create a healthy community?

Creating a healthy community is not the sole responsibility of Council. Creating a healthy community also requires the involvement of community members, community groups, health care providers, police and emergency services, the education sector, businesses and employers, state and federal agencies.....and the list continues with many more people and organisations.

The Queenscliffe Health and Wellbeing Plan, therefore, isn't about listing every action needed to create a healthy community. Instead it sets out the broad aspirations and policies to help create a healthy community in the Borough of Queenscliffe and describes the way that the various organisations and community can work in partnership on specific actions to help achieve those aspirations and policies.

What can Council do?

Whilst Council cannot create a healthy community on its own, it is committed to improving the health and wellbeing of the community through:

Advocacy - Council will advocate on issues of importance to the community.

Strategic planning - Council will initiate, support and manage public health planning processes at a local level and develop and implement public health policies and programs within the municipality.

Leadership and community engagement - Council will actively foster partnerships with community organisations, business, our municipal neighbours and all levels of government and is committed to promoting meaningful community participation to improve public health and wellbeing in the local community.

Service provision - Council will continue to deliver a range of quality services such as environmental health services, law enforcement, aged care and disability services, waste management, immunisation program (through Bellarine Community Health Inc.), maintenance of Council's public open spaces and foreshore reserves and community infrastructure such as footpaths, roads and community buildings.

Community planning and awareness - Council will, in conjunction with the community, continue to implement projects and programs that build and strengthen community capacity to undertake priority projects to achieve better health.

Priority Themes for Action

As a committed member of the G21 Geelong Region Alliance and to provide a consistent approach to health and wellbeing planning in our region, Council will ensure that the four regional priority areas identified in the G21 Health and Wellbeing Strategic Plan 2009 - 2012 are echoed throughout Council's strategic directions, strategies and priority actions. These themes are as follows:

G21 Strategic Direction I	Understand populations, planning and impacts of change
G21 Strategic Direction II	Connect people, communities and services
G21 Strategic Direction III	Build healthy, resilient and innovative communities
G21 Strategic Direction IV	Strengthen community infrastructure and service systems

Environments for Health

This Plan has been guided by the Department of Health's 'Environments for Health - Municipal Public Health Planning Framework', the conceptual framework that underpins the systems approach to public health planning, states that health and wellbeing is affected by factors originating across one or more of the four environmental dimensions, built, social, economic and natural. These dimensions not only reflect the elements that impact on the lives of individuals and the community as a whole but also provide a framework for considering Council's priority actions across these areas. In this context each of the Business Plan priority actions in the Council Plan has been categorised in terms of its relationship to one or more of the environmental dimensions.

Environmental Dimension	Components	
Built	<ul style="list-style-type: none"> • Transport • Urban planning outcomes, such as housing • Permeable neighbourhoods • Recreation facilities: playgrounds, sports facilities • Amenities: parks, street lighting, footpaths, shops 	<ul style="list-style-type: none"> • Roads • Built form
Social	<ul style="list-style-type: none"> • Demographics • Ethnicity • Sense of place and belonging • Sense of community • Social capital • Social support • Social inclusion or isolation • Lifelong learning 	<ul style="list-style-type: none"> • Gender • Language • Art and culture • Participatory democracy • Community facilities • Perceptions of safety • Globalisation
Economic	<ul style="list-style-type: none"> • Globalising economy • Economic policy • Industrial development 	<ul style="list-style-type: none"> • Employment • Resources
Natural	<ul style="list-style-type: none"> • Climate • Geography • Air quality • Natural disasters • Global climate change 	<ul style="list-style-type: none"> • Ozone layer • Impact on food production • Farming practices • Water quality • Native vegetation

Measuring our Performance of Community Health and Wellbeing

Combined with the Performance Indicators and Targets listed this Plan, we will also measure and report on the health and wellbeing of the Borough community via the outcomes of the biannual Indicators of Community Strength surveys conducted by the Department of Planning and Community Development. The results of this survey are reported below.

Indicator	Victorian Average %	Regional Victorian Average	Q'cliffe 2008 %	2010-2011 Target
Amenity				
Easy access to recreational & leisure facilities	82	79	87.5	Maintain rating > Victorian Average
Good facilities and services like shops, childcare, schools, libraries	85	78	80.6	Maintain rating > Regional Victorian Average
Opportunities to volunteer in local groups	65	76	79.6	Maintain rating > Victorian Average
A wide range of community & support groups	60	68	77.1	Maintain rating > Victorian Average
An active community, people do things & get involved in local issues/activities	59	70	79.3	Maintain rating > Victorian Average
Is a pleasant environment, nice streets, well planned, open spaces	81	84	94.9	Maintain rating > Victorian Average
Ability to get help when needed				
Can get help from friends, family and neighbours when needed	91	92	93.7	Maintain rating > Victorian Average
Can raise \$2000 in two days in an emergency	85	86	90.1	Maintain rating > Victorian Average
Community participation				
Attendance at a local community event in the last 6 months	53	65	79.7	Maintain rating > Victorian Average
Members of organised groups such as sports, church, community groups or professional associations	61	64	73.1	Maintain rating > Victorian Average
Members of organised groups that have taken local action	41	49	54.4	Maintain rating > Victorian Average
Volunteers (yes definitely and sometimes)	33	43	50.0	Maintain rating > Victorian Average
Parental participation in schools	49	47	45.2	Improve rating = or > Regional Victorian Average
On decision making board or committee	19	23	27.3	Maintain rating > Victorian Average
Select outcomes				
Safe on street after dark	59	65	85.1	Maintain rating > Victorian Average
Multiculturalism makes life in the area better	76	65	71.1	Maintain rating > Regional Victorian Average
Opportunities to have a real say on issues that are important	42	47	63.0	Maintain rating > Victorian Average
Feels valued by society	52	54	66.3	Maintain rating > Victorian Average



Portfolio

1. Governance, Finance & External Relations

Strategic Direction

Providing accountable governance and long term sustainable financial management.

Strategies for 2010-2013

- 1.1 Achieve financial strength and maximize external funding opportunities.
- 1.2 Responsibly manage financial, human and physical resources and take a proactive approach to risk management.
- 1.3 Promote strong community engagement and active participation and advocate on issues of importance to the community.
- 1.4 Foster partnerships with community organisations, business, our municipal neighbours and all levels of government.
- 1.5 Ensure the integrity of planning on and around the municipal boundary.
- 1.6 Work towards consolidating the remainder of Point Lonsdale into the Borough of Queenscliffe.
- 1.7 Ensure the continuing independence of the Borough.

Performance Indicators and Targets

Performance Indicator	2011 - 12 Target
Successful achievement of Business Plan priority actions.	100%
Increase opportunities for community participation in Council decision making.	Conduct at least four public meetings each year
Maintain working capital ratio greater than 100%.	Greater than 100%
Improve the risk rating for each of Council's insurance audits.	Improve by 5% each year
Prepare and adopt annual Budget and Strategic Resource Plan in accordance with the Local Government Act 1989.	Adopt by 31 August 2011
Review the long term Strategic Financial Plan.	30 April 2012
Prepare and lodge annual financial statements and standard statements in accordance with the Local Government Act 1989 .	Lodge by 30 September 2011
Annual Local Government Community Satisfaction Survey rating for overall performance generally of the council.	At least 70% of respondents say Council performance was excellent, good or adequate.
Annual Local Government Community Satisfaction Survey rating for Council's advocacy and community representation on key local issues.	At least 70% of respondents say Council performance was excellent, good or adequate.
Annual Local Government Community Satisfaction Survey rating for Council's engagement in decision making on key local issues.	At least 60% of respondents say Council performance was excellent, good or adequate.
Annual Local Government Community Satisfaction Survey rating for council's interaction and responsiveness in dealing with the public.	At least 75% of respondents say Council performance was excellent, good or adequate.

2011 - 12 Business Plan Priority Actions

	Environments for Health
<ul style="list-style-type: none"> ▪ Undertake an annual review of the Strategic Financial Plan. 	Economic
<ul style="list-style-type: none"> ▪ Minimise rate increases. 	Economic
<ul style="list-style-type: none"> ▪ Maximise State and Federal Government grant revenue for community and Council Plan priorities. 	Built, Social, Economic and Natural
<ul style="list-style-type: none"> ▪ Maximise the return on Council assets within social and environmental constraints. 	Economic
<ul style="list-style-type: none"> ▪ Increase revenue by developing cabins and caravan parks. 	Built and Economic
<ul style="list-style-type: none"> ▪ Seek to resolve key issues surrounding Queenscliff's marine precinct. 	Built, Economic and Natural
<ul style="list-style-type: none"> ▪ Investigate resource sharing with neighbouring municipalities and other organisations. 	Social and Economic
<ul style="list-style-type: none"> ▪ Improve community input into Council's Business Plan priorities. 	Social
<ul style="list-style-type: none"> ▪ Continue process for municipal boundary relocation. 	Built, Social and Economic
<ul style="list-style-type: none"> ▪ Continue to improve the standard of customer service. 	Social
<ul style="list-style-type: none"> ▪ Increase residents' access to information and services through upgrading the Council's website. 	Social
<ul style="list-style-type: none"> ▪ Work to maintain strong Department of Defence presence in the Borough of Queenscliffe given its significant role in the local economy and community activity. 	Built, Social and Economic

Portfolio

2. Sustainability & Local Environment

Strategic Direction

Living sustainably and protecting and restoring our diverse environment.

Strategies for 2010-2013

- 2.1 Work in partnership with the community and other organisations to protect and restore the local environment and promote sustainable practices.
- 2.2 Protect, restore and rehabilitate the natural ecosystems of the foreshore, coastal and marine environments and increase ecosystem connectivity.
- 2.3 Initiate actions related to climate change.
- 2.4 Work towards being a carbon neutral Council and community.
- 2.5 Promote sustainable energy, waste and water management practices.
- 2.6 Increase the amenity and usefulness of paths and trails in the Borough and surrounds without any detrimental impact on the significant environmental values.
- 2.7 Protect and restore landscapes and heritage plantings in the Borough.

Performance Indicators and Targets

Performance Indicator	2011 - 12 Target
Successful achievement of Business Plan priority actions.	100%
Maintain Borough of Queenscliffe Council as a Waste Wise accredited organisation.	Accreditation maintained
Achieve nett increase in street trees across the municipality.	Nett increase
Annual Local Government Community Satisfaction Survey rating for council's overall performance in Waste Management.	At least 80% of respondents say Council performance was excellent, good or adequate.

2011 - 12 Business Plan Priority Actions

	Environments for Health
<ul style="list-style-type: none"> Implement Council's Environmental Sustainability Plan. 	Natural
<ul style="list-style-type: none"> Implement a strategy to move the Council by 2013 and community by 2020 towards carbon neutrality. 	Built, Economic and Natural
<ul style="list-style-type: none"> Advocate at all opportunities for a move to carbon neutrality. 	Built, Economic and Natural
<ul style="list-style-type: none"> Move towards carbon neutrality by providing green power at all caravan and camping parks managed by Council. 	Natural
<ul style="list-style-type: none"> Facilitate programs to assist residents' access to sustainability products including solar hot water, water tanks and solar panels. 	Natural
<ul style="list-style-type: none"> Seek funding opportunities to progressively implement the upgrade of the Queenscliff to Point Lonsdale shared pathway link. 	Built, Social, and Natural
<ul style="list-style-type: none"> Implement the Council's Tree Management Strategy. 	Natural
<ul style="list-style-type: none"> Implement the 'Weed Management Plan' for the Borough of Queenscliffe in consultation with Bellarine Catchment Network and other key stakeholders. 	Natural
<ul style="list-style-type: none"> Work with local environment groups and the community to reduce and prevent spread of noxious and environmental weeds in the Borough. 	Social and Natural
<ul style="list-style-type: none"> Identify funding opportunities that would enable Council to progress a 'Wetlands & Environment Management Strategy'. 	Natural
<ul style="list-style-type: none"> Continue to advocate to State and Federal Governments for an expansion of 'Port Phillip Bay (Western Shoreline) and Bellarine Peninsula' Ramsar site to include the Core Wetlands and surrounding land of the Lonsdale Lakes Wetland Complex and Sand Island. 	Natural
<ul style="list-style-type: none"> Advocate for Lakers Cutting to be included in the Port Phillip Heads Marine National Park. 	Natural

Portfolio

3. Business & Tourism

Strategic Direction

Supporting local businesses and tourism by providing an environment in which they can both flourish.

Strategies for 2010-2013

- 3.1 Work in partnership with businesses and the community to promote and support business and tourism opportunities, sensitive to the social and environmental amenity of the community.
- 3.2 Promote seasonal and adventure tourism opportunities.
- 3.3 Promote the unique natural and heritage attributes of the Borough which will lead to increased local work opportunities.
- 3.4 Work with businesses and other organisations to provide a greater variety of tourism accommodation in the Borough.
- 3.5 Work with Geelong Otway Tourism and Bellarine Tourism to implement the 'Classic' branding for the Borough of Queenscliffe.

Performance Indicators and Targets

Performance Indicator	2011 - 12 Target
Successful achievement of Business Plan priority actions.	100%
Increase number of people accessing Queenscliffe Visitor Information Centre.	Total number of people accessing the VIC in person, and via the phone and website increases each year.
Maintain level of sponsorship and in-kind support provided to regular major tourism events.	Value of support maintained for regular tourism events.
Number of food safety audit visits.	At least 1 visit per premise per annum
Annual Local Government Community Satisfaction Survey rating for Council's overall performance in Economic Development.	At least 70% of respondents say Council performance was excellent, good or adequate.

2011 - 12 Business Plan Priority Actions

	Environments for Health
<ul style="list-style-type: none"> Implement opportunities arising from the Tourism Infrastructure Opportunities Study. 	Social and Economic
<ul style="list-style-type: none"> Work with local traders, Queenscliff Lonsdale Business & Tourism Association and Bellarine Tourism to maximise tourism opportunities in the Borough of Queenscliffe. 	Social and Economic
<ul style="list-style-type: none"> Work in partnership with businesses and other organisations to promote the packaging of tourism and accommodation options, particularly during low-season times of the year. 	Social and Economic
<ul style="list-style-type: none"> Improve and promote the calendar of events in the Borough. 	Economic
<ul style="list-style-type: none"> Encourage the development of improved community transport during peak tourism periods. 	Economic
<ul style="list-style-type: none"> Advocate for the development of the Point Lonsdale to Ocean Grove shared path. 	Built and Social
<ul style="list-style-type: none"> Investigate funding opportunities for development of Toc H and Shortland's Bluff sites, working with DSE to implement the Borough of Queenscliffe's development priorities. 	Built and Economic
<ul style="list-style-type: none"> Develop a Masterplan for tourism accommodation development at the Queenscliff Lighthouse Reserve (Shortlands Bluff). 	Built and Economic
<ul style="list-style-type: none"> Support Geelong Steam Preservation Society to progress improvements to the Bellarine Railway Station facilities. 	Built and Economic

Portfolio

4. Community Development

Strategic Direction

Work in partnership with the community to build a strong, safe, inclusive and connected community.

Strategies for 2010-2013

- 4.1 Promote the health and wellbeing of the Borough community and continue to provide and support high quality health, learning and aged care services.
- 4.2 Facilitate opportunities in sport, recreation, arts, cultural and civic activities.
- 4.3 Advocate for improved public and community transport.
- 4.4 Promote safe walking and cycling activity.
- 4.5 Support and encourage community projects.
- 4.6 Foster safety in the community.
- 4.7 Support and recognize volunteerism.
- 4.8 Promote reconciliation.

Performance Indicators and Targets

Performance Indicator	2011 - 12 Target
Successful achievement of Business Plan priority actions.	100%
Level of financial support to community initiatives and not-for-profit community groups and organisations.	Maintain value of grants
Recognise and celebrate volunteer contributions in the Borough of Queenscliffe.	Conduct at least 2 events per annum
Annual Local Government Community Satisfaction Survey rating for Council's overall performance in health and human services.	At least 90% of respondents say Council performance was excellent, good or adequate.
Annual Local Government Community Satisfaction Survey rating for Council's overall performance in recreational facilities.	At least 80% of respondents say Council performance was excellent, good or adequate.

2011 - 12 Business Plan Priority Actions

	<u>Environments for Health</u>
▪ Support local community organisations, civic events and arts, cultural and sporting activities in the Borough.	Social
▪ Support local community initiatives through the Council's Community Grants program.	Social and Economic
▪ Promote volunteerism through Council's Recognition Awards and ceremonies.	Social
▪ Work with the community to commence planning the 150 year anniversary of the Borough of Queenscliffe.	Social
▪ Work with Queenscliff Lonsdale Community Enterprise to increase support to local Committees of Management.	Social
▪ Maintain a zero waiting list for access to Council's Aged & Disability Service.	Social
▪ Develop a Footpath and Road Treatment Strategy for the Borough to increase pedestrian and road safety.	Social
▪ Advocate for improved public transport services and timetabling with regional organisations and State and Federal Government.	Built and Social
▪ Improve pedestrian safety including advocating for reduced speed limits in residential streets with out footpaths.	Social and Built
▪ Facilitate use of and access to public transport.	Built and Social
▪ Continue the review of Council leases.	Economic
▪ Work with local groups interested in establishing a community garden on the High School site.	Social
▪ Finalise the Precinct Plan for Queenscliff Recreation Reserve.	Built and Social
▪ Prepare a concept plan, quantity survey and costing for the development of netball courts at the Queenscliff Recreation Reserve.	Built and Social
▪ Source funding opportunities to implement priority works identified in the Hesse Street Revitalisation project.	Built and Social
▪ Source funding opportunities to implement priority works in the Point Lonsdale shopping precinct.	Built and Social
▪ Improve Municipal Emergency Management planning.	Social
▪ Work with the CFA and SES to improve community awareness and participation in response to emergencies.	Social
▪ Maintain regular dialogue with the Victoria Police.	Social

Portfolio

5. Planning, Heritage & Community Assets

Strategic Direction

Striving to ensure development sustains and enhances the character of the natural and built environment.

Strategies for 2010-2013

- 5.1 Protect, conserve and add value to the unique natural, built and heritage values of the Borough of Queenscliffe, drawing on an understanding of the limitations of the natural environment and the municipality's historical background.
- 5.2 Develop appropriate planning policies to improve the amenity of the Borough as a place where people live, work and visit.
- 5.3 Work in partnership with the community and stakeholders to achieve responsive and high quality planning outcomes in a consistent manner.
- 5.4 Improve the development of infrastructure and maintain community assets.
- 5.5 Enhance traffic management.

Performance Indicators and Targets

Performance Indicator	2011 - 12 Target
Successful achievement of Business Plan priority actions.	100%
Complete review of Queenscliffe Planning Scheme and draft Planning Scheme Amendment.	Council endorsement of final report by 30 June 2012
Number of planning applications processed within 60 statutory days.	70%
Annual Local Government Community Satisfaction Survey rating for council's overall performance in appearance of public areas.	At least 80% of respondents say Council performance was excellent, good or adequate.
Annual Local Government Community Satisfaction Survey rating for council's overall performance in traffic management and parking.	At least 70% of respondents say Council performance was excellent, good or adequate.
Annual Local Government Community Satisfaction Survey rating for council's overall performance in town planning policy and approvals.	At least 50% of respondents say Council performance was excellent, good or adequate.

2011 - 12 Business Plan Priority Actions

	Environments for Health
<ul style="list-style-type: none"> Progress the review of the Borough of Queenscliffe Planning Scheme. 	Built
<ul style="list-style-type: none"> Progress a planning scheme amendment to incorporate the Point Lonsdale Structure Plan. 	Built
<ul style="list-style-type: none"> Implement Council's Asset Management Plan. 	Built and Economic
<ul style="list-style-type: none"> Implement priority recommendations from the Geotechnical Cliff Safety Assessment at Point Lonsdale. 	Built and Natural
<ul style="list-style-type: none"> Investigate State Government support and funding opportunities for additional groynes at Point Lonsdale beach. 	Build and Natural
<ul style="list-style-type: none"> Implement priority recommendations from the Climate Change Risk Assessment report. 	Natural
<ul style="list-style-type: none"> Review Council's Road Management Plan 	Built
<ul style="list-style-type: none"> Construct traffic calming devices in Point Lonsdale Shopping Centre precinct. 	Built and Social
<ul style="list-style-type: none"> Design pedestrian safety improvements at Fellows & Grimes Roads in Point Lonsdale and Flinders & Henry Streets in Queenscliff in consultation with VicRoads. 	Built and Social
<ul style="list-style-type: none"> Construct a pedestrian crossing on Fellows Road, near the corner of Fellows and Grimes Roads, Point Lonsdale in consultation with VicRoads. 	Built and Social
<ul style="list-style-type: none"> Complete the construction of the footpath on Lawrence Road, Point Lonsdale between Fellows and Point Lonsdale Roads. 	Built and Social
<ul style="list-style-type: none"> Improve road edges in Point Lonsdale for pedestrian safety and amenity. 	Built and Social
<ul style="list-style-type: none"> Advocate to VicRoads for improved pedestrian safety measures and roundabouts in priority locations. 	Built and Social
<ul style="list-style-type: none"> Commission the design and costing for undergrounding of powerlines in Point Lonsdale Road, Point Lonsdale in consultation with Powercor. 	Built
<ul style="list-style-type: none"> Upgrade the power supply to the Queenscliff Recreation Reserve and Victoria Park in consultation with Powercor. 	Built

Strategic Resource Plan

The four year Strategic Resource Plan determines the financial and human resources required to achieve the objectives in the Council Plan. The Strategic Resource Plan ensures that the Council Plan is properly resourced and that Council's financial viability is maintained.

In accordance with Section 126 of the Local Government Act 1989, Council's Strategic Resource Plan is contained within section 8 of the Council Budget 2011-2012.

ⁱ World Health Organisation, 2003.

ⁱⁱ Dibley, G and Gordon M, 2002, 'Leading the Way: Councils creating healthier communities', Victorian Health Promotion Foundation