

# Council Plan 2022 - 2026



*Shaping South Gippsland's future*

# Thank you

South Gippsland Shire Council acknowledges the contributions of everyone who participated in the engagement activities that helped to develop this Council Plan.

The comments and feedback that we received were used to develop the themes that informed the six Strategic Objectives of the Council Plan. These objectives aim to align with the overarching themes of the South Gippsland Community Vision 2040. We thank our community for their valuable feedback and involvement.

The Regional Profile Project also engaged with over 2,000 households across the Shire, which provided data and an in-time snapshot of the South Gippsland community priorities, likes and challenges. This data provided further context for the development of the Council Plan.

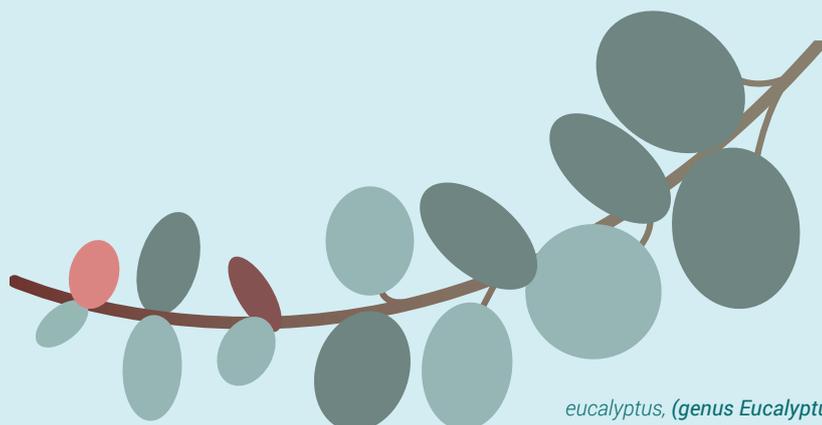
## Introduction

Our Council Plan is for the whole of South Gippsland Shire, including our volunteers, our elderly and retirees, families, emergency services and health workers, sporting clubs, community leaders and all the people and organisations who keep the wheels turning and make South Gippsland so special.

This Plan is about the relationship between Councillors, Council staff and the community.

## *Acknowledgment of Country*

*We acknowledge the Bunurong and Gunaikurnai people as the Traditional Custodians of South Gippsland and pay respect to their Elders, past, present, and future, for they hold the memories, traditions, culture, and hopes of Aboriginal and Torres Strait Islander people of Australia.*

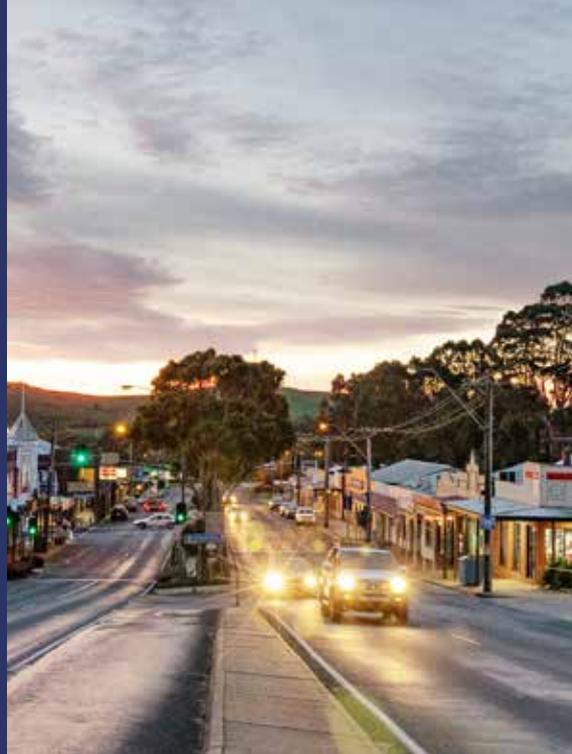


*eucalyptus, (genus Eucalyptus)*

# Purpose of this document

This Plan sets out the strategic directions and priorities of South Gippsland Shire Council for the next four years. It has been developed concurrently with the Community Vision 2040, drawing on a variety of deliberative engagement activities, conducted with a broad cross-section of community members, that has informed and shaped both plans.

This Plan strives to progress elements of the Community Vision on behalf of the community. It is Council's aim that these priorities will begin to shape the future of South Gippsland.



Commercial Street, Korumburra

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# Message from the Mayor

*"My fellow Councillors and I are proud and delighted to share with the community our Council Plan 2022-2026."*

## **Cr Mohya Davis**

Mayor

South Gippsland Shire Council



The Council Plan 2022-2026 is one of the most significant documents that we will develop as Councillors. It is a requirement under the *Local Government Act 2020* – but more than that – it is a foundation document that will guide Council for their term. Because of this, we are taking the job of developing the Council Plan very seriously.

As a new Council group, we developed this critical Council Plan at a unique time. Like all local Councils we have been displaced and disrupted by the COVID-19 pandemic and the significant impacts it has had on our community and the organisation. We are also in a unique situation, coming into our roles as Councillors after two years of Administration. We feel an immense responsibility to build trust with our community and to diligently engage and listen to our constituents.

We are proud to have actively led Council's largest ever community engagement campaign in order to develop a series of strategic plans that reflect and connect with our community.

As a group, we were eager to bring our diverse backgrounds and perspectives to the table to analyse and deliberate over the community's feedback. We left no comment unturned and eagerly sunk our teeth into the re-occurring themes and topics. From this we generated the six objectives of this Council Plan and their subsequent initiatives. We consider each of the objectives to be of equal priority.

Developing this Council Plan has been a fantastic exercise in learning more about Council's service delivery, and identifying areas we want to do more in order to meet the needs and aspirations of our community. For example, in this Council Plan we propose to:

- Allocate an additional \$900,000 to support improved road maintenance and infrastructure.
- Protect the character of our townships through reviewing Planning zones, overlays and policies.
- Investigate and plan for introducing Food Organics Green Organics to our kerbside bin collection; and
- Attract business and events that boost our local economy.

Although developing this Council Plan has been challenging at times, it has also been enjoyable. We have learnt from each other and appreciated the respectful and considerate decision-making that has occurred. We have each brought our own unique perspectives into the Council Plan but together we represent our community as a whole.

The Council Plan is designed to be a living document, meaning that every year, new initiatives will be included. We believe this is the best way for our community to clearly see the work Council endeavours to do over the relevant year.

*"...the Council Plan is a foundation document that will guide Council for the next four years..."*



Back Row: Crs Scott Rae, Clare Williams, Sarah Gilligan, John Schelling, Mick Felton  
 Front Row: Crs Jenni Keerie, Nathan Hersey (Deputy Mayor), Moyha Davies (Mayor), Adrian Darakai

## Your Councillors

The current Council was elected in November 2021 on a three-year term.  
 The Council is made up of nine elected Councillors, including the Mayor and Deputy Mayor.

### Coastal-Promontory Ward

Moyha Davies  
 t: 0484 926 093  
 e: [cr.mohya.davies@southgippsland.vic.gov.au](mailto:cr.mohya.davies@southgippsland.vic.gov.au)

Sarah Gilligan  
 t: 0484 921 547  
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Scott Rae  
 t: 0484 929 738  
 e: [cr.scott.rae@southgippsland.vic.gov.au](mailto:cr.scott.rae@southgippsland.vic.gov.au)

### Strzelecki Ward

Mick Felton  
 t: 0484 941 411  
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Nathan Hersey  
 t: 0458 974 564  
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Jenni Keerie  
 t: 0484 919 264  
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### Tarwin Valley Ward

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Clare Williams  
 t: 0484 918 850  
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# Message from the CEO

*"This document is about what is happening now and what we have planned for the future"*

## **Kerryn Ellis**

Chief Executive Officer  
South Gippsland Shire Council



This Council Plan 2022-2026 represents a new way forward for South Gippsland Shire Council and I am pleased, and excited, to be presenting it to you. As a Council, we have experienced a number of challenges over the past few years and we will certainly learn from those, but this document is not about what has happened, it is about what is happening now and what we have planned for the future.

It has been a privilege working with the new Councillor group and a pleasure watching the organisation support them in their development of this Council Plan. It is an absolute testament to our staff and organisation that we have supported and advised this new Councillor group, eight of which are first time Councillors, to develop the Council Plan five months into their term. The level of collaboration, respect and integrity I witnessed throughout the Council Plan development process was outstanding and has resulted in a confident and courageous Plan and Budget that set clear goals.

I also applaud Council and the organisation for their genuine community engagement. This is by far the most extensive and thorough community engagement campaign ever undertaken by Council and included:

- Engaging 928 people from diverse backgrounds during December 2021 to February 2022, contributing a total of 2,939 comments.
- Over 2,000 households participated in our Regional Profile Project Survey (February to April 2022).
- 13 community events across the Shire over April and May 2022 to gather feedback on the draft Integrated Plans.

This Council Plan will see our staff concentrated in new areas, and provides key focus points aligned to each of the six strategic objectives. The Council Plan also sets the direction for the Budget and endorses new budget initiatives, this includes an additional \$900,000 towards improving and maintaining our streets and roads, a clear theme that emerged from community feedback.

Thank you to the community for your enthusiasm and engagement, and to Councillors and staff for your integrity in analysing and honouring this community feedback, and crafting it into your Council Plan.

Implementing this Council Plan will be a privilege and I look forward to celebrating the achievements with staff, Councillors and the community along the way.

*"...I am proud of our staff and their efforts in leading and facilitating the largest community engagement campaign ever undertaken in South Gippsland..."*

# Our Region

*"Encompasses 3,308 square kilometers including extensive coastal areas and the spectacular Wilsons Promontory National Park."*

South Gippsland Shire Council is located in coastal south eastern Victoria, approximately 100 kilometres south-east of Melbourne. It is made up of three wards which include Tarwin Valley, Strzelecki and Coastal Promontory.

The original inhabitants of the South Gippsland area were the Bunurong and Gunaikurnai indigenous people.

The Shire is bounded by Cardinia and Baw Baw Shires to the north, Latrobe City and Wellington Shire to the east, Bass Strait to the south, and Bass Coast Shire to the west. The Shire is a rural, residential and tourist area.

It encompasses 3,308 square kilometres, including extensive coastal areas and the spectacular Wilsons Promontory National Park. Much of the rural area is used for forestry and agriculture; with dairy, beef, sheep, and snow pea farming being the main agricultural pursuits. Fishing, viticulture and tourism are also important industries that contribute economic diversity to the region.

Other major attractions of the Shire include Port Welshpool Long Jetty, Cape Liptrap Coastal Park, Strzelecki Ranges, Coal Creek Community Park and Museum, the Great Southern Rail Trail, Grand Ridge Rail Trail, Nyora Speedway, Stony Creek Racecourse, Agnes Falls and specialist wineries, gin distilleries and breweries.

South Gippsland includes: Agnes, Allambee, Arawata, Baromi, Bena, Bennison, Berrys Creek, Binginwarri, Boolarong, Boolarra, Boorool, Buffalo, Darlimurla, Delburn, Dollar, Dumbalk, Fairbank, Fish Creek, Gunyah, Hallston, Hazel Park, Hedley, Jeetho, Jumbunna, Kardella, Kongwak, Koonwarra, Koorooman, Krowera, Loch, Mardan, Meeniyah, Middle Tarwin, Mount Best, Mount Eccles, Moyarra, Nerrena, Nyora, Outtrim, Poowong, Port Franklin, Port Welshpool, Pound Creek, Ranceby, Ruby, Sandy Point, Stony Creek, Strzelecki, Tarwin, Tarwin Lower, Thorpdale, Tidal River, Toora, Trida, Turtons Creek, Venus Bay, Walkerville North and South, Waratah Bay, Welshpool, Whitelaw, Wild Dog Valley, Wilsons Promontory, Wonga, Wonyip, Woorarra East and West, Wooreen and Yanakie.

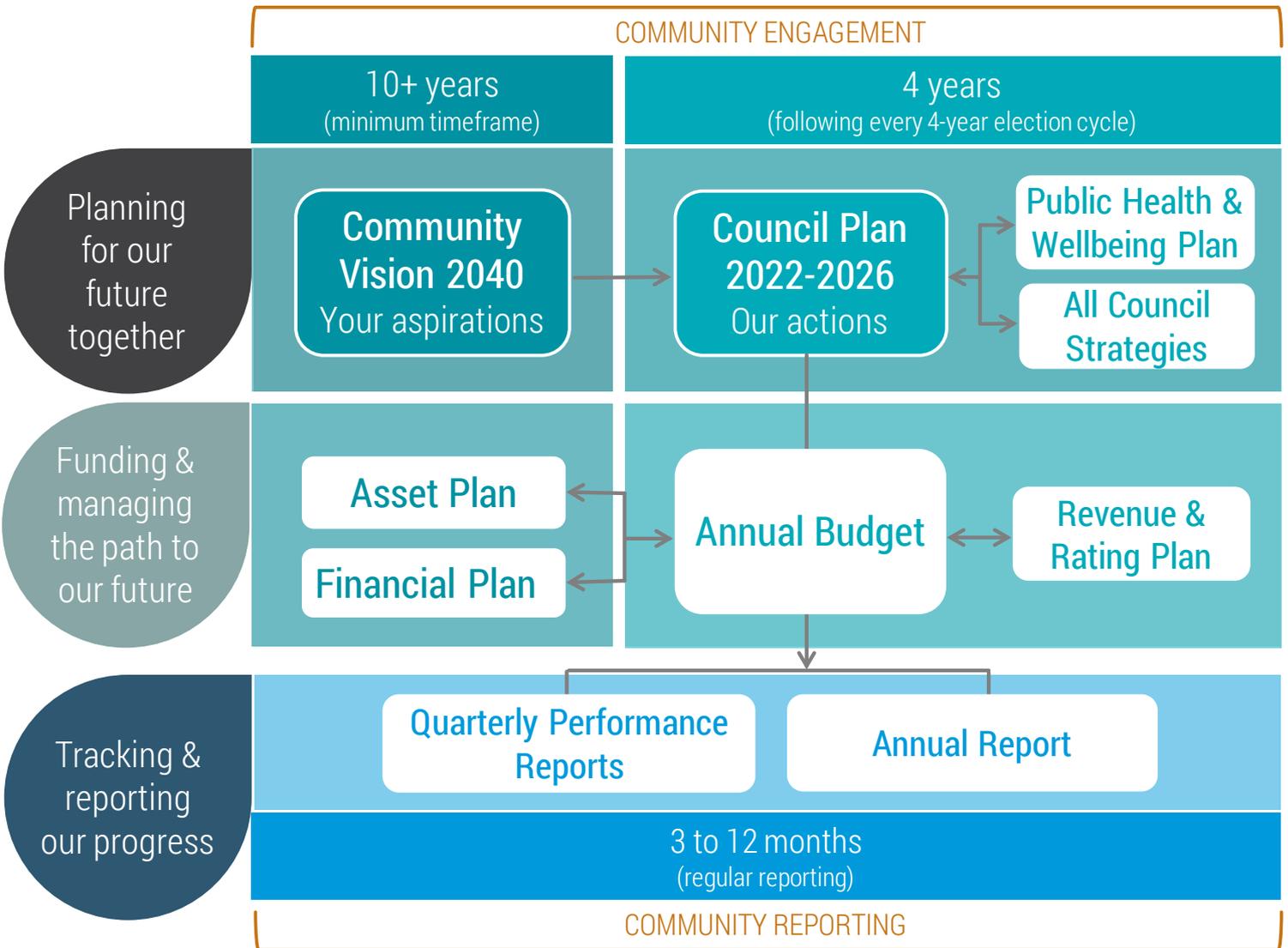


# Council's Integrated Planning Framework

The Integrated Planning and Reporting Framework guides the Council in identifying community needs and aspirations over the long-term through the Community Vision and Financial Plan, the medium-term through the Council Plan, Workforce Plan, and Revenue and Rating Plan, and short-term through the Department Plans and Budget.

Council holds itself accountable through the Organisational and Financial Performance Reports and the Annual Report.

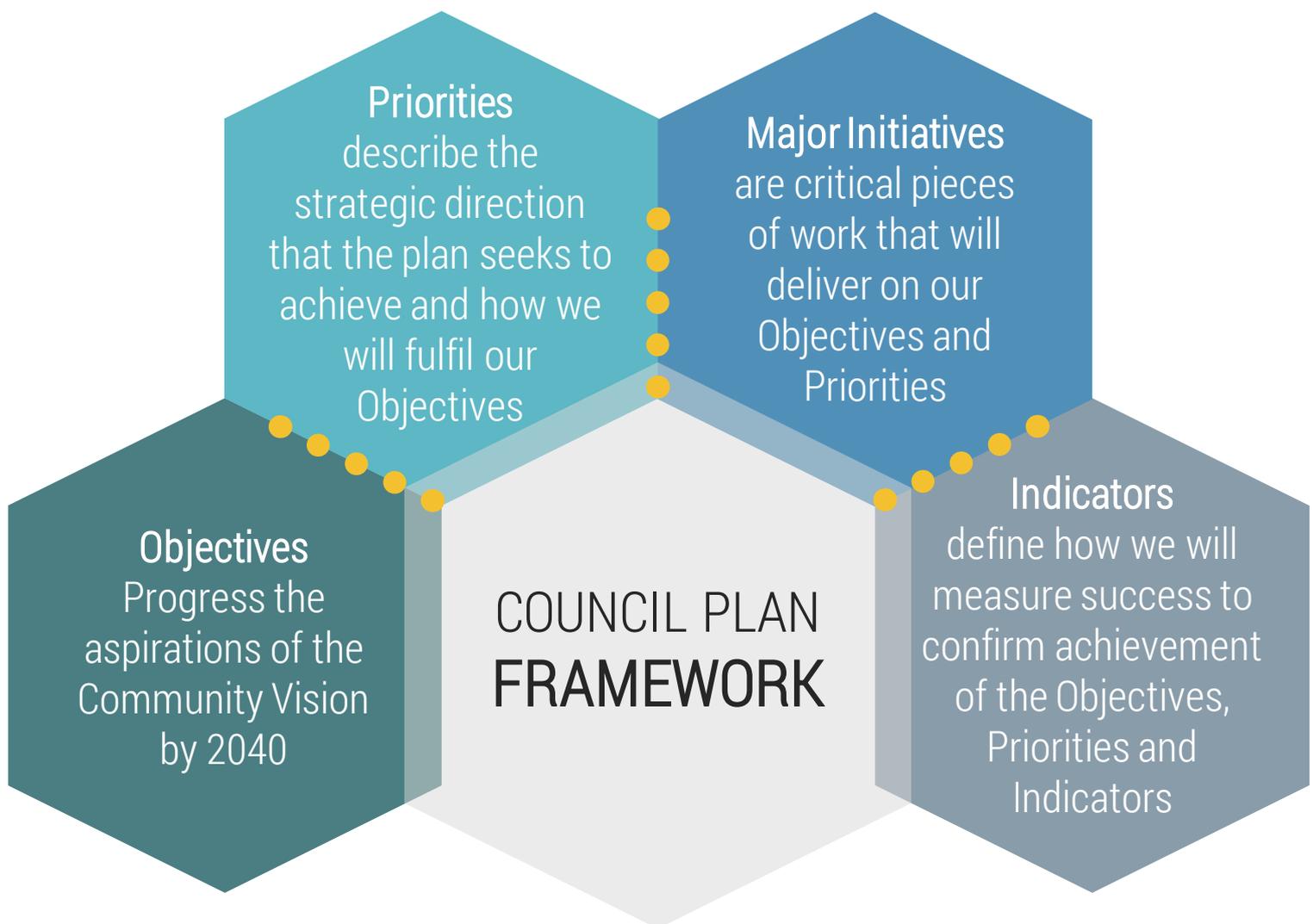
**Figure 1: Council's Strategic Planning & Reporting Framework**



# Council Plan within the Framework

The Council Plan sets the strategic direction for the Council for term. It contains:

- Strategic objectives;
- Priorities;
- Major initiatives; and
- Measures of Success indicators.



## Our Council Vision

We care deeply about our people, the land and future of South Gippsland.

Our vision is to support the whole Shire in creating economic, environmental and social prosperity for this and future generations.



Fish Creek

## Why this Plan?

South Gippsland is a place to love and protect, a varied and spectacular place with 28 unique towns, villages and hamlets and 28 passionate communities.

We are producers and land managers; practical, entrepreneurial, creative people who love our environment and way of life.

The purpose of this Council Plan is to identify our growth and change priorities and challenges, and outline how we are going to address them.

Central to this Council Plan is our support of community-led solutions. Our communities know what they need, to find opportunities for change and to keep the values and character of their towns intact.

We will work collaboratively and respectfully with our communities to deliver this Council Plan as we continue to grow and adapt.

It is a living document that Council will review each year and develop Major Initiatives, funded through the Budget, to progress the Plan.



Fish Creek

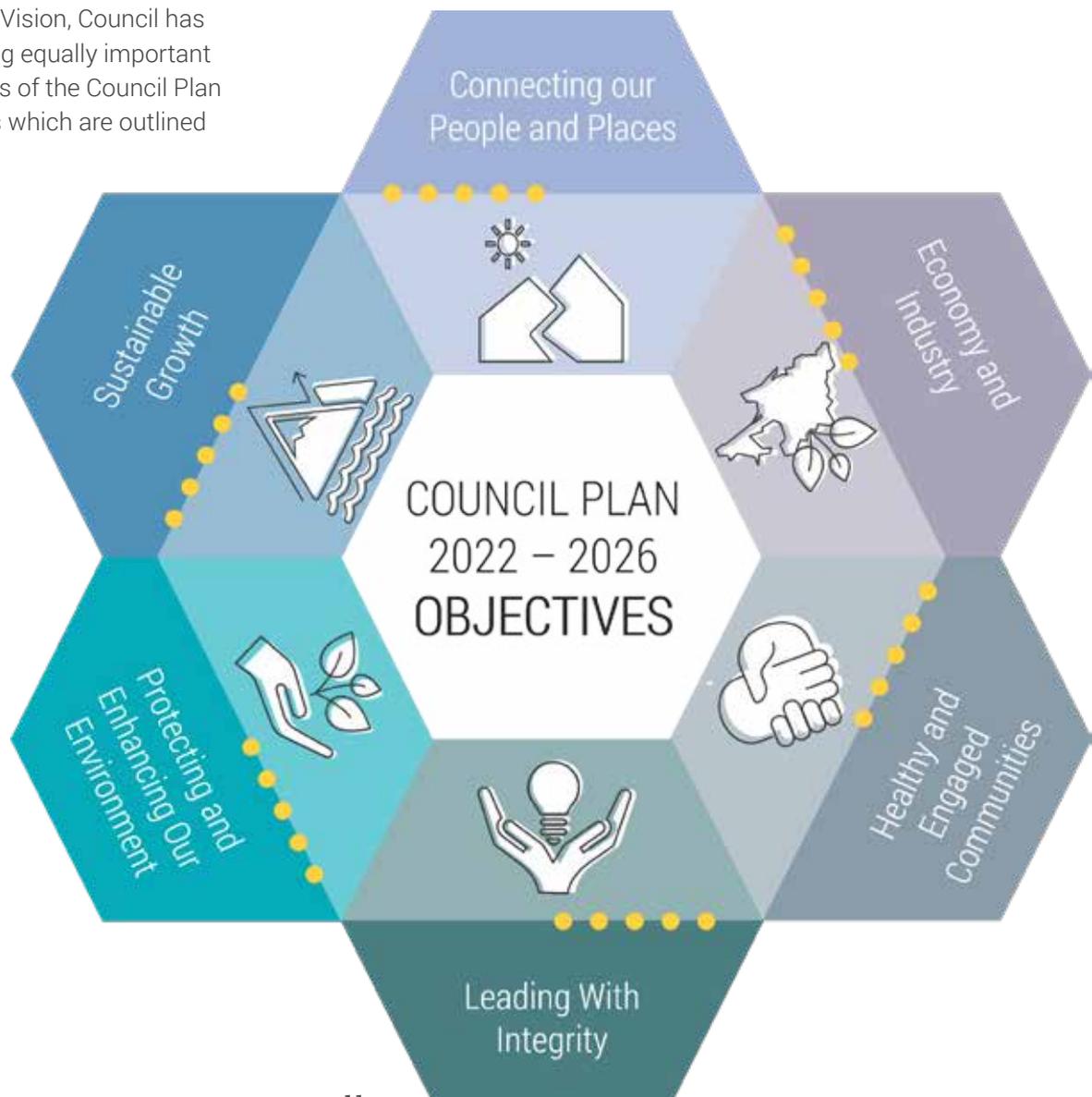
*“...We will work collaboratively and respectfully with our communities to deliver this Council Plan...”*

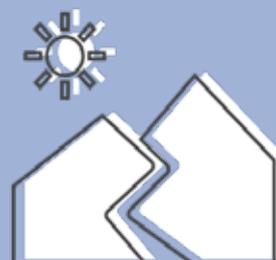
## Our Values

- Community and Outward Focused
- Accountable
- Respectful
- Proactive
- Acting in the interests of the whole Shire

## Council Plan - Strategic Objectives

Using the Community Vision, Council has developed the following equally important six Strategic Objectives of the Council Plan for the next four-year's which are outlined in the below diagram.





# Connecting our People and Places

## Objective Statement

Improving the safety and condition of our sealed and gravel road networks and connectivity for residents and basic services is a major community and Council priority.

We commit to continuous safety improvement in our road management, planning and processes, and a commitment to advocacy for public and community transport options and Shire wide digital connectivity.



# Priorities

Continuously improve our road maintenance processes and community feedback mechanisms.

Prioritise safety black-spots with advocacy for appropriate speed limits, signage and traffic calming measures.

Advocate for improved regional connections and improved maintenance of the infrastructure.

Enhance the network of trails and footpaths to improve pedestrian accessibility and flow to create all-ability connections between towns, tourism sites, health services and within local neighborhoods.

Plan and advocate for public and community transport solutions to connect residents to our larger service towns and health services.

Advocate for whole of Shire digital telecommunications coverage and emergency backup planning.



## How we Measure our Success

Indicator	Target or desired trend	Level of influence
Percentage of sealed road rehabilitation program delivered	Maintain or Increase	Moderate
Percentage of reseal program delivered	Maintain or Increase	Moderate
Percentage of footpath extension program delivered	Maintain or Increase	Moderate
Percentage of sealed local roads that are below the renewal intervention level set by Council and do not require renewal <i>[Number of kilometres of sealed local roads below the renewal intervention level set by Council/Number of kilometres of sealed local roads]</i>	Maintain or Increase  *LGPRF Indicator	Moderate
Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	Maintain or Increase  *LGPRF Indicator	Moderate

\* LGPRF Indicator: Local Government Performance Reporting Framework by Councils

## 2022/23 Major Initiatives

Initiative	Council's Role
<p>The sustainability and improvement of Council's infrastructure will be measured by the percentage of completed capital works projects due for delivery in the current financial year, excluding grant funding reliant projects with funding pending.</p> <p>Below is a list of some of the significant projects:</p> <ul style="list-style-type: none"> <li>• Falls Road, Fish Creek Rural Road Rehabilitation</li> <li>• Footpath Renewal and Extension Program</li> <li>• Great Southern Rail Trail Extension - Leongatha to Nyora and Welshpool to Hedley</li> <li>• New Footpath Sweeper for Town CBD Cleaning</li> <li>• Simons Lane, Leongatha Upgrade</li> <li>• Road Reseal Program</li> </ul> <p>Target: 70% or greater completion each year</p>	Deliver
<p>Advocate to the relevant level of Government for connectivity improvements within the Shire, including telecommunications and transport.</p>	Advocate

Initiative	Council's Role
Implement Council's Blueprint for Community and Economic Infrastructure Strategy process to prioritise and schedule asset and capital works and development.	Deliver
Review the unfunded project list in the Paths and Trails Strategy for inclusion in future Capital Works Program, with a focus on connecting small towns where population growth is occurring.	Deliver
Improve the conditions of gravel roads through extending the Re-sheet Program. <i>[An additional 20 kilometres re-sheeting on top of the existing program]</i>	Deliver
Improve maintenance, visual aesthetics and safety of our urban activity areas with a new, versatile Street Sweeping service that will regularly clean footpaths in the shopping precincts across the Shire.	Deliver
Invest \$100,000 in the detailed design work for sealing priority gravel roads (a minimum of two kilometres per annum).	Deliver
Undertake a feasibility study for future pedestrian and bike paths in Venus Bay and Sandy Point.	Deliver

*Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.*

## Services Provided

- Drain and Storm Water Management
- Footpath and Bicycle Paths
- Infrastructure Delivery
- Infrastructure Maintenance
- Infrastructure Planning
- Road Maintenance and Safety

## Adopted Plans and Strategies

- Asset Plan (10 Year Plan)
- Blueprint for Community and Economic Infrastructure Strategy
- Environmental Sustainability Strategy Framework
- Paths and Trails Strategy
- Road Management Plan
- Road Safety Strategy



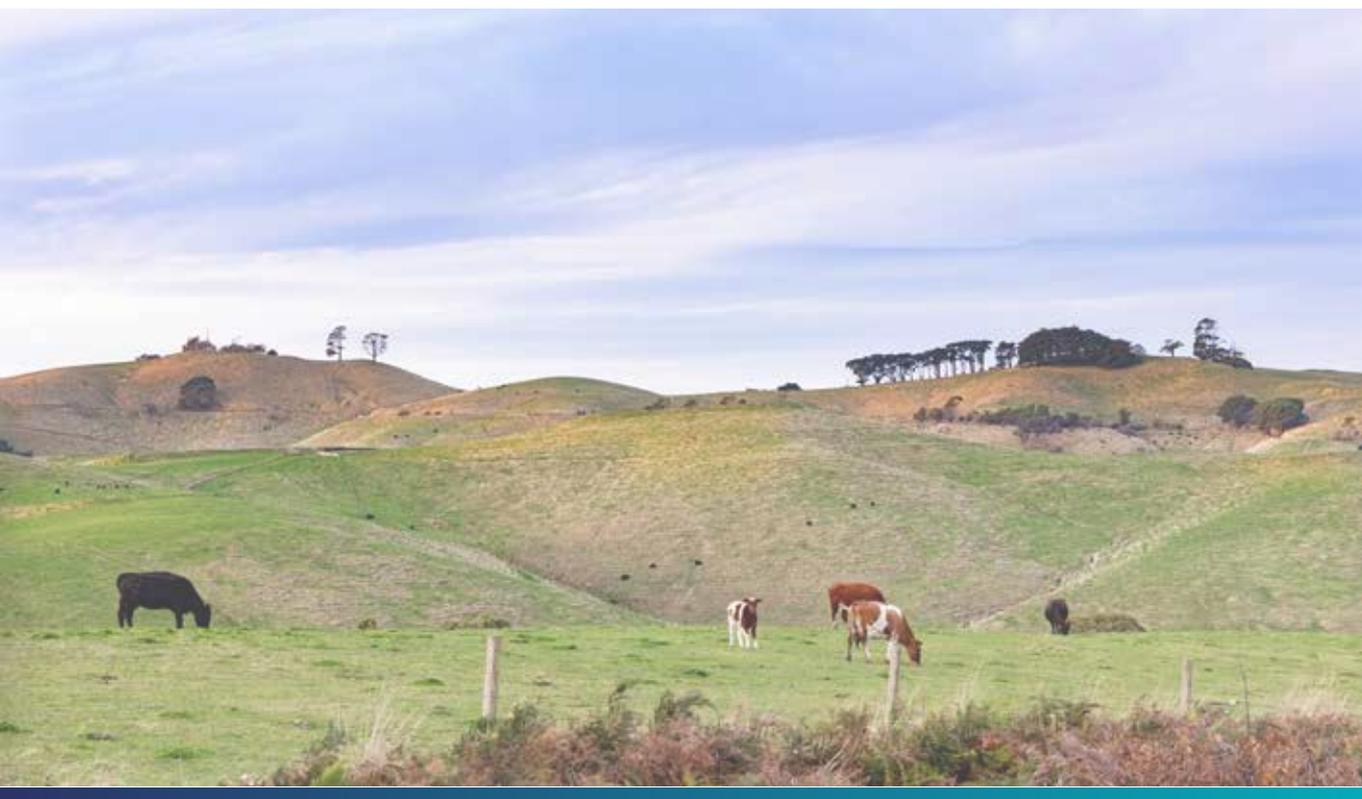
## Objective Statement

The next four years are a time of change and growth for South Gippsland. We see this as an opportunity to define who we are and grow our economy, and to welcome innovation and investment in our key industries; agriculture, tourism and the arts.

Farming is our economic backbone and we will actively encourage investment, partnership and new business aligned with our core rural and environmental values.

We see the arts and tourism as a way to share our story, to welcome newcomers and support economic growth, whilst communicating and protecting what's special about our environment and way of life.

We understand the need to act now for future generations to contribute to our long-term viability, so we will focus on providing more reasons for young people to stay, study, work and invest in South Gippsland.



Korumburra and surrounds

# Priorities

Support agriculture, food and fibre production to remain a competitive and significant contributor to our local and national economy.

Strengthen economic resilience and encourage innovation to build the economy of the future.

Ensure land use planning and economic development are aligned to facilitate appropriate business investment, particularly in areas zoned for commercial, industrial, farming and rural activity zones.

Implement our Economic Development, Visitor Economy and Art, Culture and Creative Industries strategies to strengthen our economic output, jobs and creative industries.

Enhance and diversify the visitor experience through investment attraction, product development, strategic branding, and marketing.

Provide career pathways through Council supported scholarships, traineeships and apprenticeships, mentoring programs and work experience.

Encourage commercial opportunities for improved visitor accommodation, encouraging tourists to visit and remain longer in our region.

Partner with youth, education providers and industry to facilitate education and employment pathways.

Great Southern Rail Trail

# How we Measure our Success

Indicator	Target or desired trend	Level of influence
Percentage change in economic output <i>[Measure of the Gross Revenue of businesses of all industry sectors in South Gippsland]</i>	Increase	Low
Percentage change in Gross Regional Product <i>[Measure of all goods and services produced within the Shire]</i>	Increase	Low
Percentage change in employment rates within the Shire	Increase	Low
Percentage change in in-bound investment	Increase	Low
Number of businesses within the Shire <i>[Number of businesses in the Shire as measured by the Australian Business Register]</i>	Increase	Low

# 2022/23 Major Initiatives

Initiative	Council's Role
Facilitate an annual round table for key stakeholders to bring together business, education and government to understand and support local priorities and opportunities.	Advocate Partner
Contribute to Destination Gippsland's event acquisition fund to attract and deliver events to South Gippsland.	Deliver
Implement the annual action plan of the 2021–2031 Economic Development Strategy.	Deliver
Implement the annual action plan of the 2021–2031 Visitor Economy Strategy to encourage tourism and visitation across the Shire.	Deliver
Implement the annual actions of the Arts, Culture and Creative Industries Strategy.	Deliver
Develop and implement the Great Southern Rail Trail Management Plan, including a visitation and marketing plan.	Deliver

*Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.*

## Services Provided

- Coal Creek Community Park and Museum
- Economy, Arts and Tourism

## Adopted Plans and Strategies

- Arts, Culture and Creative Industries Strategy
- Economic Development Strategy
- Priority Projects
- South Gippsland Heritage Study
- Recreational Vehicle Strategy
- Visitor Economy Strategy

# Healthy and Engaged Communities



## Objective Statement

Our vision for South Gippsland is to be a place where our communities have a strong sense of belonging and purpose, where neighbours know each other, and new ideas are welcomed and encouraged.

A place where everyone has the opportunity to live a physically, socially and culturally active life. Our communities know what they need, we are not a one size fits all municipality.

Council will continue to invest in people, developing community leadership and partnering in community plans and initiatives that tackle the many different challenges that come with population and demographic change.

We acknowledge that volunteers play an important role in our community and we are committed to celebrating and supporting them.

We aim to create and encourage more all-ability, vibrant and engaging places to meet and undertake recreational and social activities. We will support and promote inclusive sporting, cultural and social activities recognising these activities as key to our success in building healthy communities.

# Priorities

Develop a strong relationship and partnership with the Bunurong and Gunaikurnai people to support our common environmental, cultural, social and economic objectives.

Create places and spaces for people to connect and participate in local activities, sports and leisure, community events, and enjoy our libraries, parks, gardens and coastal areas.

Advocate for improved health services for our community.

Foster a sense of belonging and connectedness through involvement in community groups, fostering community leadership and engaging with our creative industries.

Support and celebrate our volunteers through community grants and National Volunteer Week.

Advocate for increased access to early years services including kindergarten, playgroups, childcare and for equitable access to health and social services for our community.

Support community sport and recreation groups to grow, to build our healthy communities and enhance community connections.

Tea Cosy Festival, Fish Creek

# How we Measure our Success

Indicator	Target or desired trend	Level of influence
Successful animal management prosecutions <i>[Percentage of successful animal management prosecutions]</i>	Maintain	Low
Utilisation of Aquatic Facilities <i>[Number of visits to aquatic facilities per head of municipal population]</i>	Maintain or Increase	Low
Percentage of critical and major non-compliance outcome notifications followed up by Council <i>[Percentage of critical and major non-compliance outcome notifications about a food premises that are followed up by Council]</i>	Maintain	Low
Percentage of registered library membership in municipality <i>[Percentage of the municipal population that are registered library members]</i>	New LGPRF indicator	Low
Infant enrolments in the Maternal and Child Health (MCH) service <i>[Percentage of infants enrolled in the MCH service]</i>	95%	Low
Participation in the Maternal and Child Health (MCH) service <i>[Percentage of children enrolled who participate in the MCH service]</i>	70%	Low
Participation in the Maternal and Child Health (MCH) service by Aboriginal children <i>[Percentage of Aboriginal children enrolled who participate in the MCH service]</i>	65%	Low
Participation in the Maternal and Child Health (MCH) four-week Key Age and Stage visits <i>[Percentage of infants enrolled who participate in this MCH Service]</i>	95%	Low

All of the above are LGPRF Indicators: Local Government Performance Reporting Framework by Councils

## 2022/23 Major Initiatives

Initiative	Council's Role
Review Council's Youth Strategy.	Deliver
Develop and implement the 2022–2026 Municipal Health and Wellbeing Plan and include Council's Disability Action Plan.	Deliver
Develop a Reconciliation Action Plan (RAP) in partnership with the Bunurong and Gunaikurnai people. RAPs are the best practice way of lifting awareness, understanding and commitment to the reconciliation process.	Partner
Commence the review of the General Local Law 2014.	Deliver
Partner with the community to open the Korumburra Community Hub as a shared community space.	Deliver Partner
Develop, implement and report annually on the Early Years Services Strategy.	Deliver

Initiative	Council's Role
Develop a 2022–2026 Open Space Asset Management Plan (including Playgrounds).	Deliver
Continue to support our existing and emerging volunteers.	Develop
Commence the revision of the Aquatic Strategy.	Deliver
Commence the investigation and feasibility study for the renewal of Korumburra Pool.	Deliver
Continue to facilitate Community Plan development, consistent with the objectives of Council's Community Strengthening Strategy.	Deliver
Support our Surf Lifesaving Clubs to advocate for Club Upgrades.	Partner
Advocate for State Government funding to upgrade the Grand Stand at the Leongatha Recreation Reserve.	Advocate
<p>The sustainability and improvement of Council's infrastructure will be measured by the percentage of completed capital works projects due for delivery in the current financial year, excluding grant funding reliant projects with funding pending. Below is a list of some of the significant projects:</p> <ul style="list-style-type: none"> <li>• Korumburra Hub</li> <li>• Meeniyah Hub Renewal (Community room and conveniences)</li> <li>• Leongatha Early Learning Centre</li> <li>• Korumburra Streetscape</li> <li>• Korumburra &amp; Leongatha Station Site Redevelopment</li> <li>• Venus Bay Tourism Precinct Upgrade</li> <li>• Korumburra Recreation Centre Toilet Refurbishment</li> <li>• Mirboo North Transfer Station Renewal</li> <li>• Venus Bay Skate Park</li> </ul> <p>Target: 70% or greater completion each year</p>	Deliver
<i>Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.</i>	

## Services Provided

- Aged and Disability Services
- Animal Management
- Children, Youth and Family Services
- Community Health and Safety
- Community Strengthening
- Indigenous Communities Liaison and Support
- Libraries
- Local Laws
- Open Space and Environment
- Parks and Gardens Maintenance
- Sport, Leisure, Recreation and Aquatic Facilities

## Adopted Plans and Strategies

- Active Ageing Strategy
- Age Friendly South Gippsland Plan
- Aquatic Strategy
- Community Stadiums Plan
- Community Strengthening Strategy
- Community Vision 2040
- Disability Action Plan
- Domestic Animal Management Plan
- Liquor and Gambling Strategy
- Local Law 2014
- Municipal Early Years Plan
- Open Space Strategy
- Municipal Health and Wellbeing Plan
- Sport and Recreation Infrastructure Strategy and Aquatic Facilities
- Tennis Facilities Plan
- Youth Strategy



## Leading with Integrity

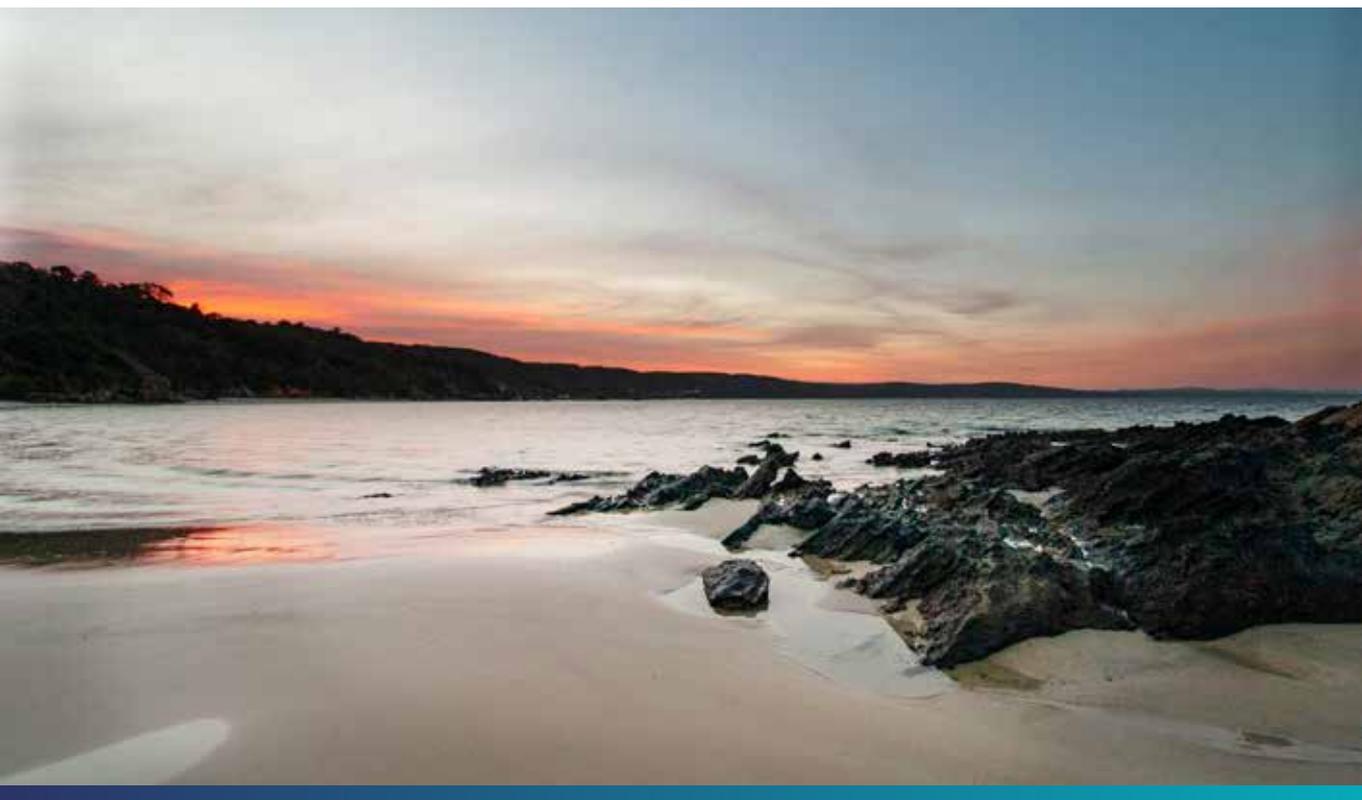
### Objective Statement

Over the next four years, we will endeavor to always lead with integrity, care, good governance and accountability. Council will be outward focused and engage regularly and genuinely with our community.

We recognise trust between Council and the community was broken, and that it's our job to earn that trust back, and to do that we first must be trustworthy. We will not always get everything right but promise to always look for continuous improvement in the way we do things, to listen to your problems and ideas, to answer your questions and genuinely engage with you around the challenges ahead in these uncertain times.

Council will provide and promote community leadership, investing in our people and the people of South Gippsland. We are a new Council, this is a new relationship, our firm commitment is that we will listen to learn, and act with integrity.

We hope you join us.



Waverille

# Priorities

Understand our community's priorities, ensure their needs are being met, and engage openly and often.

Place our community at the centre of everything we do and be outward focused.

Explore alternatives for revenue opportunities and manage our resources sustainably.

Develop our people to build our organisation's capacity, create efficiencies and deliver quality services to the community.

Strategically advocate with our partners to the State and Federal Government on issues and opportunities that impact our community.

Invest in the leadership skills of existing and emerging community leaders, volunteers, community groups and networks.

Bena

# How we Measure our Success

Indicator	Target or desired trend	Level of influence
Financial viability of Council having regard to the Victorian Auditor General's Office (VAGO) financial sustainability indicators	Within desirable limits	High
Number of opportunities provided and people reached via community engagement practices	Increase/quality improvement	High
Council decisions made at meetings closed to the public <i>[Percentage of Council resolutions made at Council Meetings closed to the public]</i>	Decrease <i>*LGPRF Indicator</i>	High
Community satisfaction with Council decisions <i>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community]</i>	Increase <i>*LGPRF Indicator</i>	High
Community satisfaction with community consultation and engagement <i>[Community satisfaction rating out of 100 with the consultation and engagement efforts of the Council]</i>	Increase <i>*LGPRF Indicator</i>	High
Councillor attendance at Council meetings <i>[Percentage of attendance at Council meetings by Councillors]</i>	90% <i>*LGPRF Indicator</i>	High

*\* LGPRF Indicator: Local Government Performance Reporting Framework by Councils*

# 2022/23 Major Initiatives

Initiative	Council's Role
Develop and implement the Advocacy Strategy including Council's Priority Projects.	Deliver Advocate
Lead an outwardly focused, innovative and financially sustainable organisation that delivers maximum community benefit by conducting Service Reviews of individual services.	Deliver
Demonstrate good governance, integrity and accountability through decision making that is ethical, informed and inclusive, incorporating a review of Council's Governance Rules and Audit and Risk Committee Charter.	Deliver
Implement Council's Customer First Project to enhance customer experience through the transformation of our services to ensure they are easy to access and provide user-friendly experiences.	Deliver
Continue to invest in, and deliver, Community Leadership Programs to strengthen community expertise and volunteering, including a comprehensive review of the Program's structure and delivery model, to meet Council's strategic and future objectives.	Deliver

*Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.*

## Services Provided

- Advocacy
- Communications and Engagement
- Corporate Planning and Reporting
- Customer Service
- Financial Strategy
- Governance and Council Meetings
- Innovation and Technology
- Limited Services After Hours
- People and Culture – Staff Development
- Procurement and Risk Management
- Property Rating and Collection Services

## Adopted Plans and Strategies

- Advocacy Strategy
- Community Engagement Strategy
- Council Budget
- Council Plan
- Customer First Project
- Digital Strategy
- Gender Equality Action Plan
- Good Governance Framework
- Governance Rules
- Long Term Financial Plan (10 Year)
- Revenue and Rating Plan
- Workforce Management Plan



## Objective Statement

Agriculture, bushland, residential and tourism can thrive side by side. South Gippslanders will leave a legacy of a healthier integrated environment for future generations.

Council will proactively work with landholders and land management agencies in preparing for changes in weather patterns, extreme storms, flooding and coastal erosion and the impacts of climate change.

Our aim is to support appropriate regeneration and revegetation initiatives and the development of bio-link corridors, particularly around our waterways, and acknowledge the importance of protecting our agricultural land's bio-security, whilst expanding biodiversity. We will do this with community partnerships, planning controls and weed and feral pest management education, and support for those who farm our lands.

Over the next four years, we will reduce landfill across the Shire via our circular waste strategy. In our own organisation, we are setting a target of reducing our emissions through energy and waste efficiency measures.

We will also drive change toward improved consumer behaviour of all in our Shire, through a 'buy less' campaign whilst also encouraging residents to reduce, reuse and recycle.

# Priorities

Lead by example, developing internal practices and policies to reduce our carbon footprint as an organisation and encouraging innovative industries.

Use our Strategic Planning mechanisms to prioritise protecting and enhancing our natural environment.

Advocate, plan and encourage the protection of our natural landscapes and coastline.

Plan and implement bio-link corridors to increase the percentage of tree cover and habitat in our Shire, and support our community including landowners to partner with us in implementing bio-links.

Educate and empower our communities to reduce and control weeds and pests.

Build resilience in our community and organisation to mitigate risk and damage caused by extreme weather events.

Support and encourage sustainable industries, such as agroforestry.

Empower our community through education and information to improve their waste management.

As part of the Domestic Animal Management Plan, investigate enforceable dogs on leashes and curfews for domestic cats in townships.

Engage with the relevant State Government agencies regarding the use of jet skis in relation to personal safety, amenity and threats to marine wildlife.

Mossvale Park

## How we Measure our Success

Indicator	Target or desired trend	Level of influence
The number of planted trees to offset trees removed by Council	Trees Planted	Moderate
Number of partnered revegetation activities with LandCare each year	Minimum of two per annum	High
Number of Council environmental educational activities held	Minimum of two per annum	High
Inspections of the Great Southern Rail Trail for general condition and hazard identification	Quarterly Inspections	High
Percentage of kerbside collection waste diverted from landfill <i>[Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill]</i>	Maintain or Increase  <i>*LGPRF Indicator</i>	Moderate

*\*LGPRF Indicator: Local Government Performance Reporting Framework by Councils*

# 2022/23 Major Initiatives

Initiative	Council's Role
Partner with land managers, farmers and LandCare to develop and implement weed and pest mitigation programs.	Partner
Establish a 'Greenhouse Alliance for Greenhouse Action' with the Gippsland councils to create a shared vision, partner on the development and delivery of projects which will mitigate greenhouse gas emissions and adapt communities to a changing climate.	Deliver Partner
Commence the development of the Waste Management Plan, including investigation of 'Food Organics, Green Organics' (FOGO).	Deliver
Develop an Integrated Water Management (IWM) Plan for South Gippsland.	Deliver
Develop a Tree Replacement Plan for trees removed by Council.	Deliver
Support community led sustainability initiatives including off-grid technologies and totally renewable communities.	Support
Advocate for improved pest management and control including feral animals within the Shire.	Advocate
Continue to deliver South Gippsland indigenous native vegetation planting program and explore partnership opportunities to expand the Program.	Deliver

*Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.*

## Services Provided

- Emergency Management
- Sustainable Environmental Management and Education
- Waste and Recycling Collection and Treatment

## Adopted Plans and Strategies

- Domestic Wastewater Management Strategy
- Environmental Sustainability Strategy Framework
- Municipal Emergency Management Plans
- Tree Management Plan
- Sustainability Strategy
- Waste Management Strategy



## Objective Statement

Regional Australia is going through unprecedented growth and demographic change and Council plays an important role in advocacy across all levels of government to attract funding and implement planning controls that ensure South Gippsland's growth is socially, environmentally and economically sustainable.

The unique environmental values and cultural heritage of our 28 towns, villages and hamlets are a drawcard to the region. We will protect the visual character of our landscapes and streetscapes via community plans, land-use reviews, environmental assessments and township design frameworks.

Council will plan for sustainable growth with an appropriate mix of residential properties, farming and lifestyle, industrial and commercial properties, encouraging affordable housing projects, options for aged and health care, and suitable investment in services, transport, childcare and open space.

We value local knowledge, history and experience, and are committed to including the community in conversations around important change decisions and processes. We will consider the environmental and cultural impacts of growth and land use change in our actions and decision making.

# Priorities

Manage urban growth within defined town boundaries to deliver fit-for-purpose infrastructure in partnership with other agencies that share this responsibility.

Protect the character of our communities, including our built, natural and cultural heritage.

Celebrate our communities and foster a sense of pride in the unique characters of our townships.

Support new developments that include diverse block sizes and make a positive long-term contribution to the community and increased affordable housing opportunities.

Support our coastal communities to respond to existing and emerging risks to their livability and environmental health.

Align land-use planning and economic development planning to facilitate appropriate business investment.

Investigate opportunities to better manage the impacts of unregistered Short Stay Accommodation.

Farming

## How we Measure our Success

Indicator	Target or desired trend	Level of influence
Time taken to decide planning applications <i>[Median number of days between receipt of a planning application and a decision on the application]</i>	Decrease	Moderate
Planning applications decided within required time frames <i>[Percentage of regular and VicSmart planning application decisions made within legislated time frames]</i>	Increase	Moderate
Council planning decisions upheld at VCAT <i>[Percentage of planning application decisions subject to review by VCAT that were not set aside]</i>	Increase	Low

*All of the above are LGPRF Indicators: Local Government Performance Reporting Framework by Councils*

## 2022/23 Major Initiatives

Initiative	Council's Role
Complete actions from the Social and Affordable Housing Strategy to increase State and Federal Government support to service agencies.	Deliver Partner Advocate
Review Short Stay Accommodation management and consider future options.	Deliver
Complete a review of Shire-wide industrial land supply.	Deliver
Commence the preparation of a development plan (including developer contributions) for the South Western precinct of Nyora, as part of the Nyora Development Strategy.	Deliver Partner
Prepare a Coastal Strategy to inform any future Planning Scheme provisions that will seek to guide sustainable land use and development in South Gippsland Shire's coastal townships and communities.	Deliver

Initiative	Council's Role
Implement actions from the Industrial Land Supply Study.	Deliver
Undertake a comprehensive review of South Gippsland Shire Planning Scheme to assess whether the Scheme's provisions, such as local planning policies, zones, overlays and schedules have been effective and efficient in achieving the objectives and strategies of the Planning Scheme and aligns with the Council Plan. Consider if additional measures including enforceable environment, and design and development overlays are required for future use and amenity by October 2023.	Deliver

*Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.*

### Services Provided

- Community Infrastructure Plans (Town Plans)
- Planning and Building Services
- Social Planning

### Adopted Plans and Strategies

- Coastal Strategy
- Community Infrastructure Plans
- Eastern Districts Urban Design Frameworks
- Foster Structure Plan
- Infrastructure Design Plan
- Korumburra Structure Plan
- Korumburra Town Centre Car Parking Strategy
- Leongatha Carparking Strategy
- Loch Structure Plan
- Mirboo North Structure Plan
- Municipal Strategic Statement
- Nyora Development Strategy
- Nyora Structure Plan
- Poowong Structure Plan
- Rural Land-use Strategy
- Sandy Point Urban Design Framework
- Social and Affordable Housing Strategy
- South Gippsland Heritage Study
- South Gippsland Planning Scheme
- Tarwin Lower Urban Design Framework
- Venus Bay Urban Design Framework
- Waratah Bay Urban Design Framework



# APPENDIX 1 - YEAR 2 - 2023/24 Annual Initiatives

## Strategic Objective - Connecting our People and Places

Year 2 - 2023/24 Annual Initiative	Council's Role
<p>The sustainability and improvement of Council's infrastructure will be measured by the percentage of completed capital works projects due for delivery in the current financial year, excluding grant funding reliant projects with funding pending.</p> <p><i>Target: 60% or greater completion each year</i></p>	Deliver
<p>Develop designs for sealing priority gravel roads (a minimum of two kilometres per annum).</p>	Deliver
<p>Improve the conditions of gravel roads via ongoing additional investment in the annual Re-sheet Program.</p>	Deliver
<p>Successful implementation and use of the revised Community and Economic Infrastructure Blueprint.</p>	Deliver

*Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.*

## Strategic Objective - Economy and Industry

Year 2 - 2023/24 Annual Initiative	Council's Role
Implement the annual actions of the Arts, Culture and Creative Industries Strategy.	Deliver
Implement the annual action plan of the 2021–2031 Economic Development Strategy.	Deliver
Implement the annual action plan of the 2021–2031 Visitor Economy Strategy and the 2022-2031 Great Southern Rail Trail Visitor Experience and Marketing Plan to encourage tourism and visitation across the Shire.	Deliver
Continue the annual contribution to Destination Gippsland's event acquisition fund to attract and deliver events to South Gippsland.	Deliver
Commence the development of a Strategic Plan for Coal Creek Community Park and Museum.	Deliver

*Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.*

## Strategic Objective - Healthy and Engaged Communities

Year 2 - 2023/24 Annual Initiative	Council's Role
Complete the review of the General Local Law 2014 and develop the General Local Law 2024.	Deliver Partner
Implement the annual priorities from the Early Years Position Paper.	Deliver
Implement actions from the 2022–2026 Municipal Public Health and Wellbeing Plan.	Deliver
Engage with recognised First Nations groups to strengthen Council's knowledge, connection and understanding of the traditional custodians in South Gippsland.	Deliver Partner
Support and provide funding towards the Live4Life Youth Program. Delivered in partnership with Bass Coast Shire Council and secondary schools across the	Deliver Partner
Continue to facilitate Community Plan development, consistent with the objectives of Council's Community Strengthening Strategy.	Deliver
Annual implementation of the Domestic Animal Management Plan (DAMP) 2022-2025.	Deliver
<i>Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.</i>	

# Strategic Objective - Leading with Integrity

Year 2 - 2023/24 Annual Initiative	Council's Role
Develop and adopt Council's 2024/25 Advocacy Priority Projects.	Deliver Advocate
Explore partnership opportunities with other councils towards the delivery of a Community Leadership Program in 2024/25.	Deliver Partner
Continue implementation of the Customer First Project.	Deliver
Lead an outwardly focused, innovative and financially sustainable organisation that delivers maximum community benefit by conducting Service Reviews and Business Improvement of individual services.	Deliver
Strengthen Council's Privacy and Cybersecurity mechanisms to improve safety of Council data and systems.	Deliver
Council meets its legislative requirements for financial performance reporting via the 2023/24 Annual Report process and unqualified VAGO Audit.	Deliver
Annual Budget (plus 3-year plan) (2024/25 – 2027/28) and Financial Plan (10-year Plan) (2024/25 – 2033/34) to be adopted by 30 June 2024.	Deliver

*Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.*

## Strategic Objective - Protecting and Enhancing our Environment

Year 2 - 2023/24 Annual Initiative	Council's Role
Commence the development of a Climate Action Plan.	Deliver
Annual implementation of the Domestic Wastewater Management Plan (DWMP) 2022-2026.	Deliver
Finalise the development of the Waste Management Plan (formerly Waste Management Strategy).	Deliver
Commence implementation of Council's Integrated Water Management (IWM) Plan for South Gippsland.	Deliver
Continue to support LandCare's advocacy for improved pest management and control including feral animals within the Shire.	Deliver
Implement and maintain the Tree Replacement Plan for trees removed by Council.	Deliver
<i>Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.</i>	

# Strategic Objective - Sustainable Growth

Year 2 - 2023/24 Annual Initiative	Council's Role
Implement actions from the Social and Affordable Housing Strategy.	Deliver
Review planning controls for the LDRZ land north of the Railway Reserve in Nyora, with the intent of controlling the form and density of residential subdivision to protect the planned future conversion of this land to higher density residential living.	Deliver
Implement the findings of the Coastal Strategy investigation and recommend new Planning Scheme provisions through a Planning Scheme Amendment.	Deliver
Undertake Planning Scheme Amendments to implement the recommendations from the recent review of South Gippsland Shire Planning Scheme.	Deliver Partner
Implement actions from the Industrial Land Supply Study.	Deliver

*Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.*

# APPENDIX 2 - YEAR 3 - 2024/25 Annual Initiatives

## Strategic Objective - Connecting our People and Places

<b>Year 3 - 2024/25 Annual Initiative</b>	<b>Council's Role</b>
Continue developing designs for sealing priority gravel roads.	Deliver
Increased Allocation for Building Maintenance.	Deliver
Roadside Drainage Maintenance Spraying Program.	Deliver

*Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.*

## Strategic Objective - Economy and Industry

Year 3 - 2024/25 Annual Initiative	Council's Role
Plan for and support our community to maximise the benefits of the emerging renewable energy industry, through continuation of the fixed term Renewable Energy Development Officer for 2024/2025.	Deliver
Implement the annual action plan of the 2021–2031 Economic Development Strategy.	Deliver
Implement the annual action plans of the 2021–2031 Visitor Economy Strategy and the 2022-2031 Great Southern Rail Trail Visitor Experience and Marketing Plan.	Deliver
Implement the annual actions of the Arts, Culture and Creative Industries Strategy.	Deliver

*Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.*

# Strategic Objective - Healthy and Engaged Communities

<b>Year 3 - 2024/25 Annual Initiative</b>	<b>Council's Role</b>
Implement actions from the 2022–2026 Municipal Public Health and Wellbeing Plan.	Deliver Partner
Deliver the Live4Life program 2024/25, which provides mental health education and suicide prevention for young people in rural communities.	Deliver Partner
Continue to facilitate community plan development, to support SouthGippsland Communities to develop and grow.	Deliver

*Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.*

## Strategic Objective - Leading with Integrity

Year 3 - 2024/25 Annual Initiative	Council's Role
Establish and support South Gippsland Shire Council's 2024/25 advocacy priorities.	Deliver Advocate
Develop and deliver a range of key strategic plans, in partnership with the community and key stakeholders: <ul style="list-style-type: none"> <li>• A new 2025-2029 Council Plan to be developed with the new Council</li> <li>• Revenue and Rating Plan for a period of the next four financial years; and</li> <li>• Four-year Budget and ten-year Long-Term Financial Plan</li> </ul>	Deliver
Review the Community Vision to ensure it continues to represent the community's aspirations for the future of the municipality.	Deliver
Support the effective delivery of the October 2024 Council elections, welcome South Gippsland's new Councillors, and deliver a comprehensive induction and transition program, to support Councillors to form an effective team and set them up for success during their term.	Deliver
Deliver Council's biannual Community Leadership Program to strengthen community expertise and volunteering.	Deliver Partner

*Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.*

# Strategic Objective - Protecting and Enhancing our Environment

Year 3 - 2024/25 Annual Initiative	Council's Role
To establish and implement a Memorandum of Understanding with South Gippsland Land Care. This will help to build our land management partnership and assist with weed control and biodiversity initiatives.	Deliver Partner
<i>Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.</i>	

## Strategic Objective - Sustainable Growth

Year 3 - 2024/25 Annual Initiative	Council's Role
Implement actions from the Social and Affordable Housing Strategy.	Deliver Partner
Complete development of a Strategic Plan for Coal Creek Community Park and Museum and commence implementation of actions.	Deliver
Continue to progress implementation of action items identified in Council's Coastal Strategy.	Deliver
Increase awareness and advocacy for heritage preservation.	Deliver
Continue work to plan for the growth and development in the Nyora township	Deliver

*Note: Council will annually prepare and include new Major Initiatives within each year's Budget preparation.*





## SOUTH GIPPSLAND SHIRE COUNCIL

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