

# Organisational Performance Report

July 2022 to September 2022



*South Gippsland Shire  
Organisational Performance in 2022/23*



**South Gippsland**  
Shire Council

## Purpose of this document

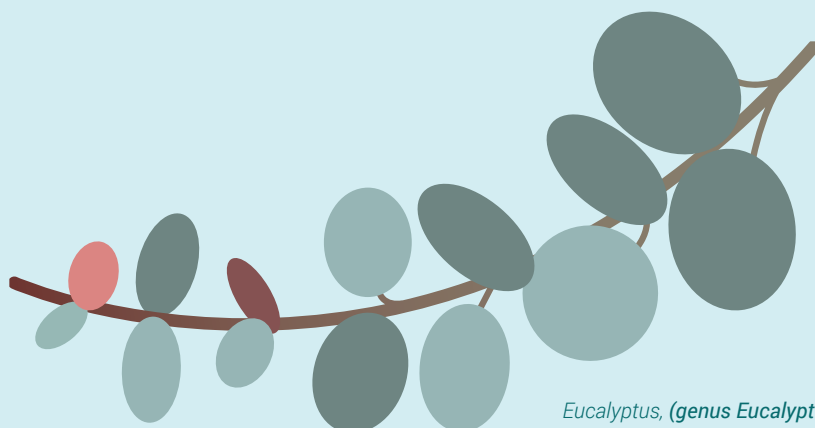
This report is prepared as a key component of Council's commitment to transparent reporting and accountability to our community and to meet statutory reporting requirements under the *Local Government (Planning and Reporting) Regulations 2020*.

This report provides a detailed account to the community on Council's performance against the *2022-2026 Council Plan* and is read in conjunction with the Financial Performance Report presented to Council at the 16 November 2022 Council Meeting.

To address the Governance principles in the *Local Government Act 2020* (Act), Council has developed a Integrated Planning and Reporting Framework. Progress results for the reporting time frame of 1 July 2022 to 30 September 2022 are reported back to the community through this quarterly Organisational Performance Report, Local Government Performance Reporting Framework (LGPRF) and the Annual Report.

### *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)*



Bena and surrounds

Front Cover: Fish Creek

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### **Council Plan Progress**

#### **Strategic Objectives**

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# Council Plan Overview and Progress

Council developed the following equally important six Strategic Objectives of the Council Plan for the next four-years:

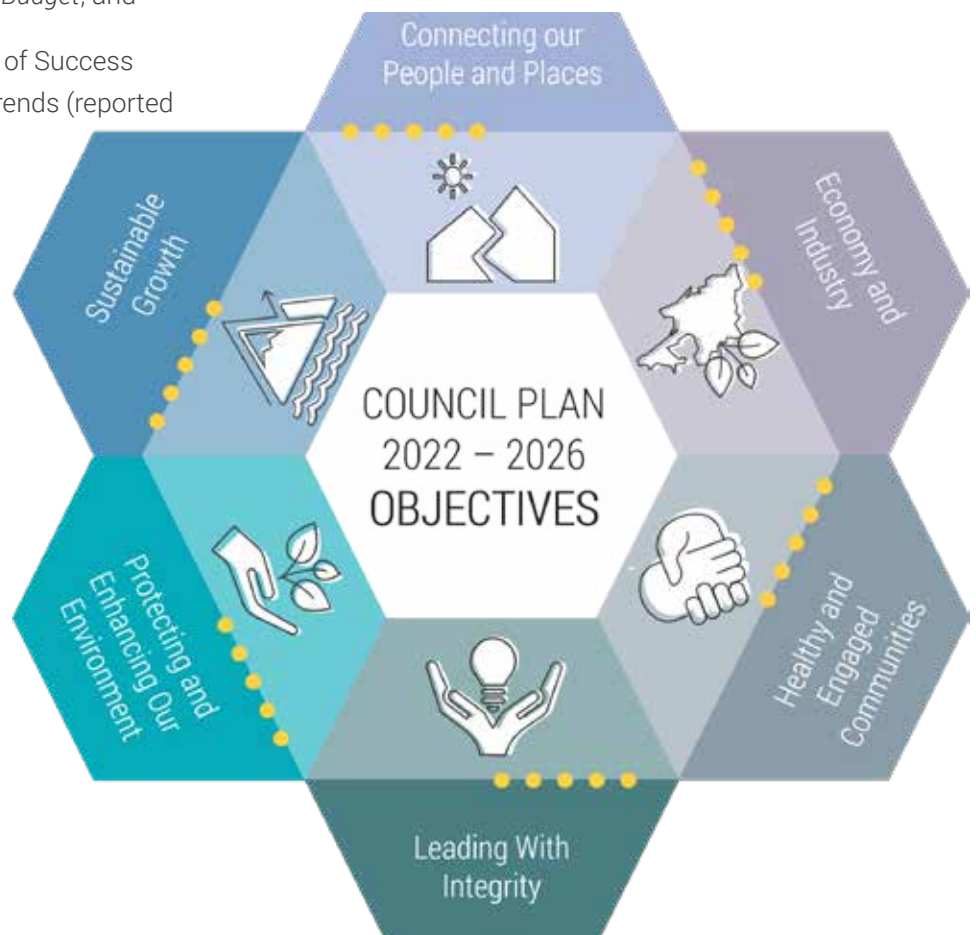
- Connecting our People and Places
- Economy and Industry
- Health and Engaged Communities
- Leading with Integrity
- Protecting and Enhancing our Environment
- Sustainable Growth

Council's measures its performance delivering the Plan through:

- Results achieved against the Strategic Objectives in the Council Plan;
- Progress against the Annual Major Initiatives identified in the *2022/23 Annual Budget*; and
- Progress against the Measures of Success Indicators to monitor relevant trends (reported six-monthly).







Koonwarra



# How to read the Report

The following four pages list a high level summary of Council's performance against the six Strategic Objectives of the 2022-2026 Council Plan. The following section titled Council Plan Progress, highlights detailed progress on the individual annual initiatives for each Strategic Objective.

Table 1: Progress of Annual Initiatives per Council Plan Theme

Strategic Objective	TARGET ACHIEVED 	ON TRACK 	MONITOR 	ON HOLD/ NOT REPORTED 
Connecting our People and Places		6	1	1
Economy and Industry		6		
Healthy and Engaged Communities		12	2	
Leading with Integrity	1	4		
Protecting and Enhancing our Environment	1	7		
Sustainable Growth		7		

## Legend

- Target Achieved (blue)** Project has achieved target and is completed. No further action is required.
- On Track (green)** The progress performance for the indicator is achieving target. All elements of the indicator/project are on track.
- Monitor (orange)** The progress performance for the indicator is close to target and is being monitored to achieve target. All elements of the indicator/project are improving to 'on track' or 'target achieved' status.
- On Hold/Not Reported (Grey)** Project has been placed on-hold due to a set of circumstances or changes in legislation. Or the performance indicator is not reported in this quarterly performance report.

## Connecting our People and Places

### Objective Overview

*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.*

### Highlights

- Council applied for a Government Grant to assist with a feasibility study for future pedestrian and bike paths in Venus Bay and Sandy Point.
- An Advocacy Priorities document developed seeking increased investment in transport and telecommunications.
- Successful implementation of Council's Blueprint for Community and Economic Infrastructure Strategy.

## Economy and Industry

### Objective Overview

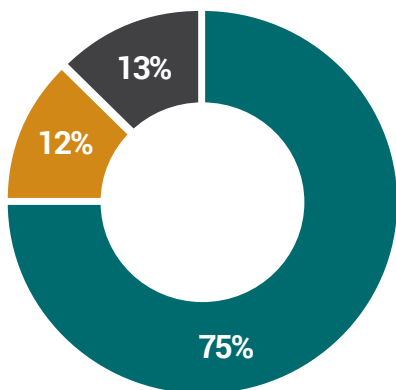
*The next four years are a time of change and growth for South Gippsland. We see this as an opportunity to define who we are and grow our economy, and to welcome innovation and investment in our key industries; agriculture, tourism and the arts. Farming is our economic backbone and we will actively encourage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

### Highlights

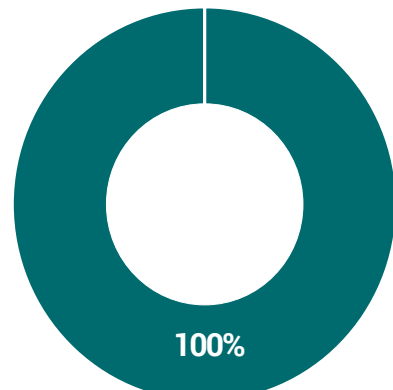
- Developed the South Gippsland Branding Project.
- Commenced the establishment of an Arts Advisory Committee.
- Draft Great Southern Rail Trail (GSRT) Marketing Plan completed.
- Progress has been made on an annual round table for key stakeholders to be held in November 2022.
- Renewable Energy Offshore Wind Energy submission completed.
- An Expression of Interest was advertised to the South Gippsland community for events to be considered for funding via the event acquisition fund.

### How we performed?



● Target Achieved ● On Track  
● Monitor ● Not Reported/On Hold

### How we performed?



● Target Achieved ● On Track  
● Monitor ● Not Reported/On Hold

## Healthy and Engaged Communities

### Objective Overview

*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.*

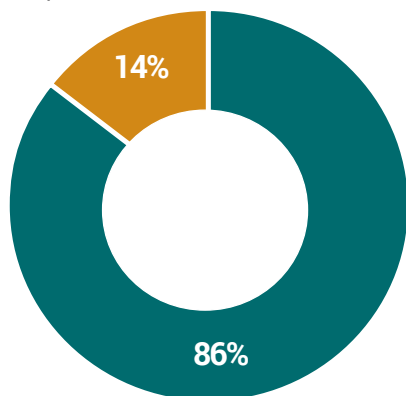
*Council will continue to invest in people, developing community leadership and partnering in community plans and initiatives that tackle the many different challenges that come with population and demographic change. We acknowledge that volunteers play an important role in our community and we are committed 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.*

### Highlights

- Council's 2022-2025 Municipal Public Health and Wellbeing Plan is on schedule to be presented at the 19 October 2022 Council Meeting.
- Planning discussions have commenced in the review of the General Local Law 2014.
- The Proposed Drafts of the 2022-2026 Open Space Asset Management Plan and the Aquatic Strategy have commenced.

### How we performed?



● Target Achieved ● On Track  
● Monitor ● Not Reported/On Hold

## Leading with Integrity

### Objective Overview

*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.*

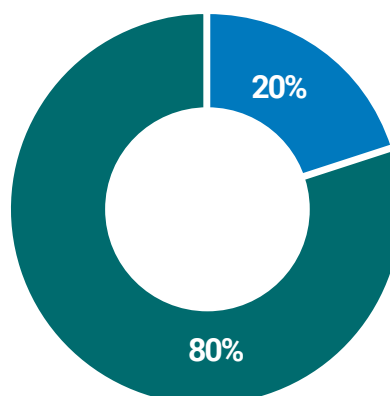
*We will not always get everything right but promise to always look for continuous improvement in the way we do things, to listen to your problems and ideas, to answer your questions and genuinely engage with you around the challenges ahead in these uncertain times.*

*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.*

### Highlights

- Council is implementing the Advocacy Strategy and the adopted 2022/23 priorities to guide the approach to the up and coming November 2022 Victorian State Election.
- Proposed draft of Council's Governance Rules (C82) adopted by Council at the September 2022 Council Meeting for community consultation.
- Council's Customer First Project working group has developed a set of annual initiatives to be implemented across the organisation.
- Council reviewed options for enhancing and re-launching the Community Leadership Program.

### How we performed?



● Target Achieved ● On Track  
● Monitor ● Not Reported/On Hold

## Protecting and enhancing our environment

### Objective Overview

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.

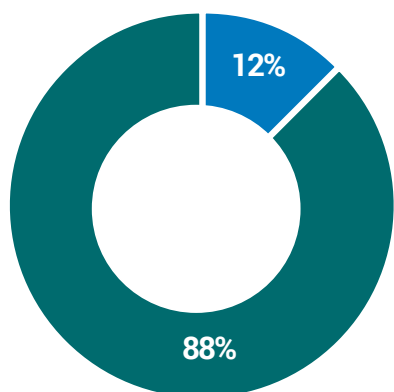
Our aim is to support appropriate regeneration and revegetation initiatives and the development of bio-link corridors, particularly around our waterways, and acknowledge the importance of protecting our agricultural land's bio-security, whilst expanding biodiversity. We will do this with community partnerships, 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.

### Highlights

- Working with a range of stakeholders such as land managers, farmers and LandCare on a number of projects to improve weed and pest mitigation.
- A Greenhouse Alliance group with other Gippsland councils has been established and a Gippsland Alliance of Climate Action Officer has also been appointed by the group.
- The development of the Proposed Draft of the Tree Replacement Plan is well underway.

### How we performed?



● Target Achieved ● On Track  
● Monitor ● Not Reported/On Hold

## Sustainable Growth

### Objective Overview

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.

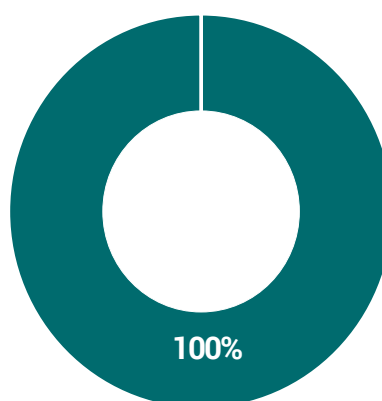
Council will plan for sustainable growth with an appropriate mix of residential properties, farming and lifestyle, industrial and commercial properties, encouraging affordable housing projects, options for aged and health care, and suitable investment in services, transport, childcare and open space.

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.

### Highlights

- Council's Social and Affordable Housing Strategy 2022 was adopted at the 17 August 2022 Council Meeting.
- Preparation of a Coastal Strategy is underway with a Councillor workshop conducted in September 2022.
- Preliminary investigations for a Development Plan have commenced for the South Western precinct of Nyora.

### How we performed?



● Target Achieved ● On Track  
● Monitor ● Not Reported/On Hold




## Strategic Objective - Connecting our People and Places








### Our 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.

### 2022/23 Annual Initiatives

The following comments review the performance of Council against the 2022/23 Annual Initiatives of the 2022-2026 Council Plan identified in the 2022/23 Budget.

INITIATIVE DESCRIPTION	PROGRESS COMMENTS	STATUS
<p><b>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.</b></p> <p><b>Below is a list of some of the significant projects:</b></p> <ul style="list-style-type: none"> <li><b>Falls Road, Fish Creek Rural Road Rehabilitation</b></li> <li><b>Footpath Renewal and Extension Program</b></li> <li><b>Great Southern Rail Trail Extension - Leongatha to Nyora and Welshpool to Hedley</b></li> <li><b>New Footpath Sweeper for Town CBD Cleaning</b></li> <li><b>Simons Lane, Leongatha Upgrade</b></li> <li><b>Road Reseal Program</b></li> </ul> <p><b>TARGET:</b> 70% or greater completion each year</p>	<p>Program generally progressing well with many contracts recently tendered.</p> <p>Some projects in the Capital Works Program face delays, such as: Simons Lane intersection.</p> <p>Poor weather conditions, materials and labour shortages and cost escalation continue to provide challenges in the delivery of the Capital Works Program.</p>	

INITIATIVE DESCRIPTION	PROGRESS COMMENTS	STATUS
<p><b>Advocate to the relevant level of Government for connectivity improvements within the Shire, including telecommunications and transport.</b></p>	<p>Council adopted the <i>2022 Advocacy Strategy</i> and its Advocacy Priorities for 2022/23 at the 29 June 2022 Council Meeting. Following this endorsement an Advocacy Priorities document has been developed seeking increased investment in transport and telecommunications.</p> <p>Mobile blackspot investment in Walkerville has been announced. Connecting Victoria are increasing capacity and range of local network. Officers have engaged with NBNCo and Telstra to present to Council in November 2022.</p>	
<p><b>Implement Council's Blueprint for Community and Economic Infrastructure Strategy process to prioritise and schedule asset and capital works and development.</b></p>	<p>Implementation of Council's Blueprint for the Community and Economic Infrastructure is progressing well, with all new proposals which are not asset renewals being evaluated against the Blueprint principles.</p>	
<p><b>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.</b></p>	<p>This initiative has not commenced as yet and will be reported in the next quarter of the Organisational Performance Report.</p>	
<p><b>Improve the conditions of gravel roads through extending the Re-sheet Program.</b></p> <p><b>TARGET:</b> [An additional 20 kilometres re-sheeting on top of the existing program]</p>	<p>Annual Re-sheet program has begun with on-going negotiations with contractors due to fuel pricing impacts and wet weather impacts on material supplies.</p>	
<p><b>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.</b></p>	<p>Recruitment of resource has taken place and commencing in November 2022. Plant requirements have been out to tender and awaiting finalisation of assessment.</p>	
<p><b>Invest \$100,000 in the detailed design work for sealing priority gravel roads (a minimum of two kilometres per annum).</b></p>	<p>Design work underway for Ross Street, Meeniyan and Lesters Road, Yanakie and other investigations are currently underway.</p>	
<p><b>Undertake a feasibility study for future pedestrian and bike paths in Venus Bay and Sandy Point.</b></p>	<p>Council has applied for a Government Grant to assist with this initiative. Council is currently awaiting the outcome of the Grant application process.</p>	



# Strategic Objective - Economy and Industry




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

## 2022/23 Annual Initiatives

The following comments review the performance of Council against the 2022/23 Annual Initiatives of the 2022-2026 Council Plan identified in the 2022/23 Budget.

INITIATIVE DESCRIPTION	PROGRESS COMMENTS	STATUS
<b>Facilitate an annual round table for key stakeholders to bring together business, education and government to understand and support local priorities and opportunities</b>	The round table for key stakeholders has been scheduled for 23 November 2022 in Leongatha with a guest speaker and facilitator.	
<b>Contribute to Destination Gippsland's event acquisition fund to attract and deliver events to South Gippsland.</b>	Council has entered into a partnership with Events Gippsland (Destination Gippsland) and contributed \$55,000 to the event acquisition fund.  An Expression of Interest (EOI) was advertised to the South Gippsland community for events to be considered for funding through the event acquisition fund.  Expression of Interest is to close on the 10 October 2022.	

INITIATIVE DESCRIPTION	PROGRESS COMMENTS	STATUS
<p><b>Implement the annual action plan of the 2021–2031 Economic Development Strategy.</b></p>	<p>Annual actions underway or completed in this reporting period include:</p> <ul style="list-style-type: none"> <li>• Commencement of Industrial Land Supply Strategy;</li> <li>• Appointment of business concierge role;</li> <li>• Renewable Offshore Wind Energy submission completed;</li> <li>• A Councillor elected to the SEATS Executive; and</li> <li>• Success at the Gippsland Business Awards with four finalists awarded Business of the Year.</li> </ul> <p>Council also sponsored the Dairy Expo, responded to the Foot and Mouth Disease promotion of Bio Security Plans, coordinated multiple business workshops in partnership with Victorian Government, and assisted in the establishment of a business association in Toora.</p>	
<p><b>Implement the annual action plan of the 2021–2031 Visitor Economy Strategy to encourage tourism and visitation across the Shire.</b></p>	<p>The second year of implementing the Visitor Economy Strategy annual action plan commenced with the following activities:</p> <ul style="list-style-type: none"> <li>• Development of the South Gippsland Branding Project;</li> <li>• Implementation of the Great Southern Rail Trail (GSRT) Marketing and Visitor Experience Plan;</li> <li>• Adoption of the Arts, Culture and Creative Industries Strategy; and</li> <li>• Development of the Gippsland Drives Campaign.</li> </ul>	
<p><b>Implement the annual actions of the Arts, Culture and Creative Industries Strategy.</b></p>	<p>Adoption of the Arts, Culture and Creative Industries Strategy by Council was completed in July 2022.</p> <p>Annual actions underway or completed in this reporting period include:</p> <ul style="list-style-type: none"> <li>• Commenced the portable Art Cubes Project;</li> <li>• Sought funding for public art along the Great Southern Rail Trail (GSRT);</li> <li>• Engaged with stakeholders regarding concepts for the redevelopment of the Leongatha Memorial Hall.</li> <li>• Commenced the development of a <i>Public Art and Collection Management Policy</i>.</li> <li>• Hosted a Live Music event in partnership with The Hills Are Alive.</li> <li>• Commenced the establishment of an Arts Advisory Committee</li> </ul>	

INITIATIVE DESCRIPTION	PROGRESS COMMENTS	STATUS
<p><b>Develop and implement the Great Southern Rail Trail Management Plan, including a visitation and marketing plan.</b></p>	<p>The Draft <i>Great Southern Rail Trail (GSRT) Management Plan</i> is complete. A Councillor workshop is on schedule to occur in November 2022 to finalise the Plan.</p> <p><i>Great Southern Rail Trail (GSRT) Visitor Experience and Marketing Plan</i> completed.</p> <p>Annual actions underway or completed in this reporting period include:</p> <ul style="list-style-type: none"> <li>• Reviewing current interpretative signage for current and new sections of the trail; and</li> <li>• Reviewing and developing marketing material for the new extensions of the trail.</li> </ul>	<p style="text-align: center;">●</p>



Music Festival in Gippsland





# Strategic Objective - Healthy and Engaged Communities

## Our 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.

## 2022/23 Annual Initiatives

The following comments review the performance of Council against the 2022/23 Annual Initiatives of the 2022-2026 Council Plan identified in the 2022/23 Budget.

INITIATIVE DESCRIPTION	PROGRESS COMMENTS	STATUS
<b>Review Council's Youth Strategy.</b>	The existing <i>Youth Strategy</i> is currently being reviewed and the <i>Youth Engagement Plan</i> is also in development.	
<b>Develop and implement the 2022–2026 Municipal Health and Wellbeing Plan and include Council's Disability Action Plan.</b>	Council's 2022-2026 Municipal Public Health and Wellbeing Plan is currently being developed and is on track for adoption at the 19 October 2022 Council Meeting.  Following the endorsement of the Plan, Council will submit the Plan to the Department of Health.	
<b>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.</b>	Council has commenced engagement with recognised indigenous groups and in partnership with the Bunurong and Gunaikurnai people.	
<b>Commence the review of the General Local Law 2014.</b>	Planning discussions have commenced on the process for reviewing the existing General Local Law 2014.	

INITIATIVE DESCRIPTION	PROGRESS COMMENTS	STATUS
<b>Partner with the community to open the Korumburra Community Hub as a shared community space.</b>	Facility management and governance arrangements currently being considered, but is slightly behind schedule. Building on track for completion and occupancy in first half of 2023.	
<b>Develop, implement and report annually on the Early Years Services Strategy.</b>	A Councillor workshop has been completed in September 2022 and a follow-up workshop is on schedule to take place in October 2022 to continue to progress the development of this Strategy.	
<b>Develop a 2022-2026 Open Space Asset Management Plan (including Playgrounds).</b>	The Proposed Draft of the <i>2022-2026 Open Space Asset Management Plan</i> (including Playgrounds) is currently in development.	
<b>Continue to support our existing and emerging volunteers.</b>	Continued and ongoing support of community volunteers through website support, strategic planning support, and through the Community Grants Program.	
<b>Commence the revision of the Aquatic Strategy.</b>	The revision of the Aquatic Strategy has commenced, having undertaken two Councillor briefings to date.	
<b>Commence the investigation and feasibility study for the renewal of Korumburra Pool.</b>	The commencement of the feasibility study is on schedule to begin in the next quarter of the Organisational Performance Report.	
<b>Continue to facilitate Community Plan development, consistent with the objectives of Council's Community Strengthening Strategy</b>	The Community Planning Network was established and is meeting bi-monthly. Review of existing community plans are supported through a collaborative and consultative approach.	
<b>Support our Surf Lifesaving Clubs to advocate for Club Upgrades.</b>	Not commenced	
<b>Advocate for State Government funding to upgrade the Grand Stand at the Leongatha Recreation Reserve.</b>	This project was adopted as one of Council's Priority Advocacy Projects at the 29 June 2022 Council Meeting. This project is highlighted in Council's Advocacy Priority Projects document. Through this, it has been profiled through Council's Advocacy Campaign in the lead up to the November 2022 Victorian State Election.	

INITIATIVE DESCRIPTION	PROGRESS COMMENTS	STATUS
<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><b>TARGET:</b> 70% or greater completion each year</p>	<p>Program generally progressing well with many contracts recently tendered.</p> <p>However, some projects face significant delays, such as: Venus Bay Streetscape, Meeniyah Hub renewal and Korumburra Railyards Project.</p> <p>There are a variety of causes for delays on these projects, including land acquisition processes, delays to obtaining permits and extended stakeholder consultation periods.</p> <p>Poor weather conditions, materials and labour shortages and cost escalation also continue to hamper delivery of the Capital Works Program.</p>	








# Strategic Objective - Leading with Integrity

## Our 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.

## 2022/23 Annual Initiatives

The following comments review the performance of Council against the 2022/23 Annual Initiatives of the 2022-2026 Council Plan identified in the 2022/23 Budget.

INITIATIVE DESCRIPTION	PROGRESS COMMENTS	STATUS
<p><b>Develop and implement the Advocacy Strategy including Council's Priority Projects.</b></p>	<p>Council adopted the <i>2022 Advocacy Strategy</i> and its Advocacy Priorities for 2022/23 at the 29 June 2022 Council Meeting.</p> <p>Council is currently implementing the Strategy, which includes using it to guide the approach to the November 2022 Victorian State Election</p>	
<p><b>Lead an outwardly focused, innovative and financially sustainable organisation that delivers maximum community benefit by conducting Service Reviews of individual services.</b></p>	<p>A number of projects are underway which are focused on innovative customer service delivery, internal process improvement and savings or efficiencies within current services.</p>	
<p><b>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.</b></p>	<p>The Proposed Draft of the <i>Governance Rules (C82)</i> was adopted at the 21 September 2022 Council Meeting for community consultation to occur from 22 September to 7 October 2022 in accordance with Council's <i>Community Engagement Policy (C06)</i>.</p> <p>Following community consultation, the <i>Governance Rules</i> will be presented at the 19 October 2022 Council Meeting.</p>	

INITIATIVE DESCRIPTION	PROGRESS COMMENTS	STATUS
<p><b>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.</b></p>	<p>Council's Customer First Project working group has developed a series of initiatives to be implemented over the next twelve months.</p> <p>These initiatives focus on up skilling and empowering our people to create an improved culture of Customer First and developing our systems and processes to enable us to improve the customer experience.</p>	<p>●</p>
<p><b>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.</b></p>	<p>Council was briefed on the options for reviewing and relaunching the Community Leadership Program and an Expression of Interest form is currently under development.</p> <p>A further briefing is scheduled with Council on the 16 November 2022 to discuss redesign and program options to further enhance the Program.</p>	<p>●</p>



Customer Service Team

# Strategic Objective - Protecting and Enhancing our Environment

## Our 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.
- Support and encourage sustainable industries, such as agroforestry.
- 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.
- 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.

## 2022/23 Annual Initiatives

The following comments review the performance of Council against the 2022/23 Annual Initiatives of the 2022-2026 Council Plan identified in the 2022/23 Budget.

INITIATIVE DESCRIPTION	PROGRESS COMMENTS	STATUS
<b>Partner with land managers, farmers and LandCare to develop and implement weed and pest mitigation programs.</b>	Currently working with a range of stakeholders including LandCare on a number of projects with one program taken place with a pedal and plant day incorporated with education.	
<b>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.</b>	The Greenhouse Alliance has been formed and a "Gippsland Alliance for Climate Action Officer" has been appointed by the group.	
<b>Commence the development of the Waste Management Plan, including investigation of 'Food Organics, Green Organics' (FOGO).</b>	Awaiting the awarding of the Gippswide Kerbside collaborative contracts scheduled for October 2022 Council Meeting which will inform the Waste Management Plan and set the direction.  The Food Organics Green Organics (FOGO) tender has closed but is yet to be awarded by Council.	

INITIATIVE DESCRIPTION	PROGRESS COMMENTS	STATUS
<b>Develop an Integrated Water Management (IWM) Plan for South Gippsland.</b>	The development of an Integrated Water Management (IWM) Plan is currently in the procurement phase of engaging a consultant to assist in its development.  A consultant is on schedule to be appointed by the end of the year.	●
<b>Develop a Tree Replacement Plan for trees removed by Council.</b>	Proposed Draft of the Tree Replacement Plan is currently in development.	●
<b>Support community led sustainability initiatives including off-grid technologies and totally renewable communities.</b>	Working actively with Venus Bay Community Centre on their Community Resilience and Reliable Energy Project. This Project is aimed at improving energy resilience and independence for the Venus Bay community and providing a case study of possibilities for other end-of-line communities.	●
<b>Advocate for improved pest management and control including feral animals within the Shire.</b>	Council is working closely with LandCare to support partnered advocacy on pest and weed management, with a focus on support towards local deer control programs.	●
<b>Continue to deliver South Gippsland indigenous native vegetation planting program and explore partnership opportunities to expand the Program.</b>	Working with community groups and internally with advocacy to look for further opportunities to expand this program.	●



Landscape of South Gippsland

# Strategic Objective - Sustainable Growth

## Our 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.

## 2022/23 Annual Initiatives

The following comments review the performance of Council against the 2022/23 Annual Initiatives of the 2022-2026 Council Plan identified in the 2022/23 Budget.

INITIATIVE DESCRIPTION	PROGRESS COMMENTS	STATUS
<b>Complete actions from the Social and Affordable Housing Strategy to increase State and Federal Government support to service agencies.</b>	Council adopted the Social and Affordable Housing Strategy at the 17 August 2022 Council Meeting. The implementation of the Action Plan will commence following this endorsement.	
<b>Review Short Stay Accommodation management and consider future options.</b>	Investigation to commence and be considered as part of the <i>General Local Law 2014</i> review.	
<b>Complete a review of Shire-wide industrial land supply.</b>	A consultant has been appointed to work with Council to deliver the Industrial Land Supply Strategy.	
<b>Commence the preparation of a development plan (including developer contributions) for the South Western precinct of Nyora, as part of the Nyora Development Strategy</b>	Preliminary investigations for a Development Plan have commenced for the Nyora area.	

INITIATIVE DESCRIPTION	PROGRESS COMMENTS	STATUS
<p><b>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.</b></p>	<p>A Councillor workshop was held in September 2022 and a discussion paper is being prepared following feedback from the session.</p> <p>Community consultation on the Coastal Strategy is scheduled to occur in December 2022.</p>	
<p><b>Implement actions from the Industrial Land Supply Study.</b></p>	<p>A consultant has been appointed to work with Council to deliver the Industrial Land Supply Strategy.</p>	
<p><b>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.</b></p>	<p>An initial review has commenced and workshops conducted with Council. Community engagement will occur, following this initial phase of consultation.</p>	



Port Washpool



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Shire Council