

SOUTH GIPPSLAND SHIRE COUNCIL

DRAFT

Council Plan 2022 – 2026



Shaping South Gippsland's future



South Gippsland
Shire Council

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.

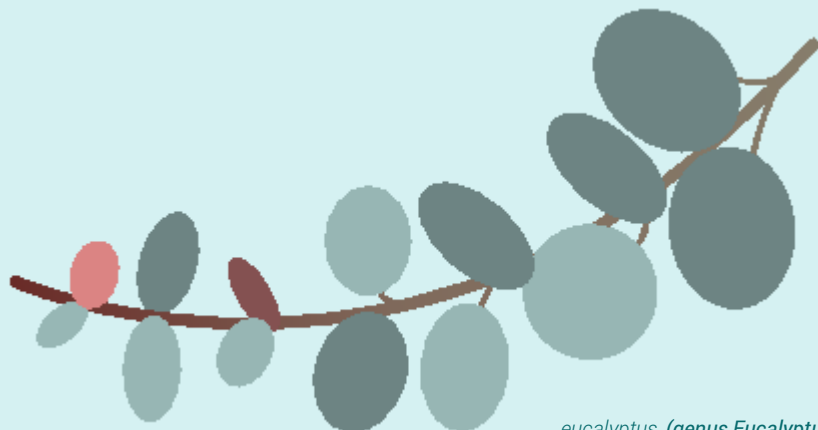
The *Regional Profile Project* also engaged with over 2,000 households across the Shire, which provided data and an in-time snapshot of the South Gippsland community priorities, likes and challenges. This data provided further context for the development of the *Council Plan*.

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.



Main 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 *Draft Council Plan 2022-2026*."

Cr Mohya Davies

Mayor

South Gippsland Shire Council



Cr Mohya Davies (Mayor)

The *Draft 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 are developing 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.

Developing this *Draft 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 *Draft 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 *Draft 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 *Draft Council Plan* but together we represent our community as a whole.

We would encourage you to view this *Draft Council Plan* and to submit feedback. We are here to represent South Gippsland and the best way we can do that is by leading, listening and learning.

*... 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), Mohya 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

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Strzelecki Ward

Mick Felton
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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

The *Draft 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.



Kerryn Ellis (Chief Executive Officer)

It has been a privilege working with the new Councillor group and a pleasure watching the organisation support them in their development of this *Draft 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 their *Draft 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*.

The *Draft Council Plan* will see our staff concentrated in new areas, and provides key focus points aligned to each of the six Strategic Objectives. The *Draft 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 *Draft Council Plan*.

Implementing this *Draft 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

"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 100km south-east of Melbourne. It is made up of three wards; 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.

The major towns in South Gippsland are Leongatha, Korumburra, Mirboo North and Foster. Other townships and hamlets include Dumbalk, Fish Creek, Loch, Meeniyan, Nyora, Poowong, Port Welshpool, Sandy Point, Tarwin Lower, Toora, Venus Bay and Welshpool, and other smaller rural communities.



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*.

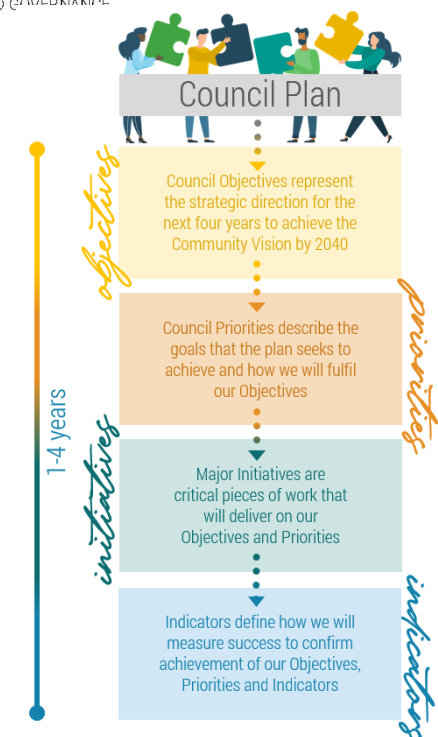
Figure 1. Council's Strategic Planning & Reporting Framework



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

South Gippsland; through a common-sense approach, adapting to protect and enhance our unique natural environment, towns and villages through community led planning and initiatives.

Celebrating our resourceful, resilient communities, culture, environment, heritage, agriculture and industries while empowering positive change through education and action. We care deeply about the land and the future of South Gippsland.

Why this Plan?

South Gippsland is a place to love and protect, a varied and spectacular place with twenty-eight unique towns, villages and hamlets and twenty-eight 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 in change, and 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.



Retail Opportunities

Our Values

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

Council Plan – Strategic Objectives

In response to the *Community Vision*, Council has developed the following six Strategic Objectives of the *Council Plan* for the next four-year's which are outlined below:

1. Leading with Integrity
2. Connecting Our People and Places
3. Economy and Industry
4. Healthy and Engaged Communities
5. Protecting and Enhancing our Environment
6. Sustainable Growth



Council's Road Crew

Leading with Integrity

1

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.

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.

How we measure our success

INDICATOR	Target or desired trend	Level of influence
The number of participants actively engaged in the <i>Community Leadership Program</i> (if funded)	Participants enrolled in the Program	Moderate
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
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
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 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 ordinary and special Council meetings by Councillors]</i>	90% and above <i>*LGPRF Indicator</i>	High

* LGPRF Indicator – Local Government Performance Reporting Framework by Councils

Council's Major Initiatives 2022/23

	Council's role	Currently funded (\$)
Develop and implement the <i>Advocacy Strategy</i> 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 <i>Governance Rules</i> and <i>Audit and Risk Committee Charter</i> .	Deliver	
Implement Council's <i>Customer First Project</i> to enhance customer experience through the transformation of our services to ensure they are easy to access and provide user-friendly experiences.	Deliver	

New Council Plan Initiatives 2022/23

YEAR 1

Continue to invest in, and deliver, Community Leadership Programs to strengthen community expertise and volunteering.

- *Community Leadership Program* funding will provide resources to support the two skills-based programs of the *Community Leadership Program* and the *Community Leadership Network* each year.

Council's role

Deliver

Budgeted (\$)

\$127,000

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

Connecting our People and Places

2

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.

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.
- Advocate for whole of Shire digital telecommunications coverage and emergency backup planning.
- Plan and advocate for public and community transport solutions to connect residents to our larger service towns and health services.
- 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.

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 maintained to condition standards that are below the renewal intervention level set by Council and therefore 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 <i>*LGPRF Indicator</i>	Moderate

** LGPRF Indicator – Local Government Performance Reporting Framework by Councils*

Council's Major Initiatives 2022/23

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:

- Falls Road, Fish Creek Rural Road Rehabilitation
- Footpath Renewal and Extension Program
- Great Southern Rail Trail Extension - Leongatha to Nyora and Welshpool to Hedley
- New Footpath Sweeper for Town CBD Cleaning
- Simons Lane, Leongatha Upgrade
- Road Reseal Program

Target: 70% or greater completion each year

Advocate to the relevant level of Government for connectivity improvements within the Shire, including telecommunications and transport.

Implement Council's *Blueprint for Community and Economic Infrastructure Strategy* process to prioritise and schedule asset and capital works and development.

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.

Council's Role

Currently Funded (\$)

Deliver

Advocate

Deliver

Deliver

New Council Plan Initiatives 2022/23

YEAR 1

Improve the conditions of gravel roads through extending the Resheet Program.

[An additional 20 kilometres re-sheeting on top of the existing program]

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.

Invest \$100,000 in the detailed design work for sealing priority gravel roads (a minimum of two kilometres per annum).

Undertake a feasibility study for future pedestrian and bike paths in Venus Bay and Sandy Point.

Council's Role

Budgeted (\$)

Deliver

\$500,000

Deliver

\$300,000

Deliver

\$100,000

Deliver

\$100,000

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.

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.
- 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.
- Encourage commercial opportunities for improved visitor accommodation, encouraging tourists to visit and remain longer in our region.
- Enhance and diversify the visitor experience through investment attraction, product development, strategic branding, and marketing.
- Partner with youth, education providers and industry to facilitate education and employment pathways.
- Provide career pathways through Council supported scholarships, traineeships and apprenticeships, mentoring programs and work experience.

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

Council's Major Initiatives 2022/23

	Council's role	Currently funded (\$)
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	
Implement the annual action plan of the <i>2021–2031 Economic Development Strategy</i> .	Deliver	
Implement the annual action plan of the <i>2021–2031 Visitor Economy Strategy</i> to encourage tourism and visitation across the Shire.	Deliver	
Develop and implement the <i>Great Southern Rail Trail (GSRT) Management Plan</i> .	Deliver	

New Council Plan Initiatives 2022/23

YEAR 1

	Council's role	Budgeted (\$)
Contribute to Destination Gippsland's event acquisition fund to attract and deliver events to South Gippsland. <i>\$55,000 per annum for three years</i>	Deliver	\$55,000

Services Provided

- Caravan Parks
- 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

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 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.

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 enjoy local activities, sports and leisure, community events and relaxing in our libraries, parks and gardens, and coastal areas.
- Advocate for improved health service for our community.
- Foster a sense of belonging and connectedness through volunteering, involvement in community groups, fostering community leadership and engaging with our creative industries.
- Advocate for increased access to early years services including kindergarten, playgroups, childcare and for equitable access to health and social services for our community.

How we measure our success

INDICATOR

	Target or desired trend	Level of influence
Community satisfaction with Aquatic Facilities <i>[Number of visits to aquatic facilities per head of municipal population]</i>	Increase *LGPRF Indicator	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 or Increase *LGPRF Indicator	Low
Active library borrowers in municipality <i>[Percentage of the municipal population that are active library borrowers (in the last three financial years)]</i>	Maintain or Increase *LGPRF Indicator	Low
Infant enrolments in the Maternal and Child Health (MCH) service <i>[Percentage of infants enrolled in the MCH service]</i>	Equal to or above 95% *LGPRF Indicator	Low
Participation in the Maternal and Child Health (MCH) service <i>[Percentage of children enrolled who participate in the MCH service]</i>	Equal to or above 70% *LGPRF Indicator	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>	Equal to or above 65% *LGPRF Indicator	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>	Equal to or above 95% *LGPRF Indicator	Low
Successful animal management prosecutions <i>[Percentage of successful animal management prosecutions]</i>	Maintain *LGPRF Indicator	Low

* LGPRF Indicator – Local Government Performance Reporting Framework by Councils

Council's Major Initiatives 2022/23

	Council's role	Currently funded (\$)
Review Council's <i>Youth Strategy</i> .	Deliver	
Develop and implement the <i>2022–2026 Public Health and Wellbeing Plan</i> and include <i>Council's Disability Action Plan</i> .	Deliver	
Develop a <i>Reconciliation Action Plan (RAP)</i> 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 <i>General Local Law 2014</i> .	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 <i>Early Years Services Strategy</i> .	Deliver	
Develop a <i>2022–2026 Open Space Asset Management Plan</i> (including Playgrounds).	Deliver	
Continue to support our existing and emerging volunteers.	Develop	
Commence the revision of the <i>Aquatic Strategy</i> .	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 <i>Community Strengthening Strategy</i> .	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.</p> <p>Below is a list of some of the significant projects:</p> <ul style="list-style-type: none"> • Korumburra Hub • Meeniyan Hub Renewal (Community room and conveniences) • Leongatha Early Learning Centre • Korumburra Streetscape • Korumburra & Leongatha Station Site Redevelopment • Venus Bay Tourism Precinct Upgrade • Korumburra Recreation Centre Toilet Refurbishment • Mirboo North Transfer Station Renewal • Venus Bay Skate Park <p>Target: 70% or greater completion each year</p>	Deliver	

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
- Public Health and Wellbeing Plan
- Sport and Recreation Infrastructure Strategy and Aquatic Facilities
- Tennis Facilities Plan
- Youth Strategy

Protecting and Enhancing our Environment

5

Objective Statement

We believe 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 biosecurity, 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.

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.
- 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, including investigating a four-bin system.
- Support and encourage sustainable industries, such as agroforestry.
- As part of the *Domestic Animal Management Plan*, consider enforceable 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.

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	Min 2 per annum	High
Number of environmental educational activities held	Min 2 per annum	High
Inspections of the Great Southern Rail Trail for general condition and hazard identification	Min 20 inspections per annum	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

Council's Major Initiatives 2022/23

	Council's role	Currently funded (\$)
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 <i>Waste Management Plan</i> , including investigation of 'Food Organics, Green Organics' (FOGO).	Deliver	
Develop an <i>Integrated Water Management (IWM) Plan</i> for South Gippsland.	Deliver	
Develop a <i>Tree Replacement Plan</i> 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	

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
- 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 twenty-eight 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.

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 diverse 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.
- Investigate opportunities to better manage the impacts of unregistered Short Stay Accommodation.
- Align land use planning and economic development planning to facilitate appropriate business investment.

How we measure our success

INDICATOR

	Target or desired trend	Level of influence
Number of planning applications decided within required time frame <i>[Percentage of planning application decisions made within 10 days and regular planning application decisions made within 60 days]</i>	Increase *LGPRF Indicator	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 *LGPRF Indicator	Low
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 *LGPRF Indicator	Moderate

* LGPRF Indicator – Local Government Performance Reporting Framework by Councils

Council's Major Initiatives 2022/23

	Council's role	Currently funded (\$)
Complete actions from the <i>Social and Affordable Housing Strategy</i> 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 <i>Nyora Development Strategy</i> .	Deliver Partner	

New Council Plan Initiatives 2022/23

YEAR 1

	Council's role	Budgeted (\$)
Prepare a <i>Coastal Strategy</i> 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	\$60,000
Implement actions from the <i>Industrial Land Supply Study</i> .	Deliver	\$50,000
Undertake a comprehensive review of <i>South Gippsland Shire Planning Scheme</i> to assess whether the Schemes 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 <i>Council Plan</i> . Consider if additional measures including enforceable environment, and design and development overlays are required for future use and amenity by October 2023.	Deliver	\$100,000

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 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

*"The 2022-2026 Council Plan sets out
the strategic direction of
South Gippsland Shire Council"*



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South Gippsland
Shire Council