

SOUTH GIPPSLAND SHIRE COUNCIL

Advocacy Framework 2018/19



South Gippsland
Shire Council

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Introduction

Through this Advocacy Framework, Council will be able to take a more structured, pro-active and coordinated approach to deliver and secure funding for its Priority Projects and Significant Roads Projects.

Council is committed to maintaining South Gippsland as a great place to visit, live, work and invest. As the closest level of government to the community, Council is committed to ensuring it actively engages, understands and responds to local community needs. This means working together internally to ensure that Council's Priority Projects and Significant Roads Projects are advocated for in a coordinated and targeted manner.

Advocacy is just one way that Council can work together with identified partners such as other levels of government, agencies, regional organisations and interest groups to achieve targeted outcomes. Working collaboratively and strategically with key stakeholders can help to resolve key infrastructure issues which impact the growth and prosperity at a local and regional level.

A key objective in the South Gippsland Shire Council Plan 2017-2021 is to deliver "at least on delegation per year to State and Federal politicians to advocate for the Shire's requirements."

Developing a strategic and agreed approach will be essential to effective advocacy. It will create a deliberate approach to commit to priorities, activities, and actions.

The Advocacy Framework will create clarity of roles and responsibilities and lead to more successful strategic outcomes.

It will also guide advocacy to other levels of government regarding policy impacting on local government.

Roles and Responsibilities

To maximise the impact of the advocacy process it is critical to define the roles and responsibilities of those involved in the process.

This includes Mayor and Chief Executive Officer (CEO), Councillors and Officers.

Councillors

As a collective the Mayor is the key advocate.

All Councillors advocate when and where appropriate through their membership with external committees and/or networks.

Officers

As a collective the CEO is the key advocate.

Senior management and relevant staff take opportunities to discuss priority projects and their benefits through their professional networks.

South Gippsland Advocacy Framework

This diagram outlines Council's process for ongoing implementation, refinement and review of the advocacy framework.



1. Annual Priority Projects & Significant Roads Projects

Council has an annual Priority Projects program to gain funding for key infrastructure projects. The current Priority Projects aim to revitalise major towns, grow visitation through development of new and existing tourism and sporting assets, and ensure better connectivity throughout the region.

Council has also identified the need to advocate for better roads through Significant Roads Projects. These projects will improve access to markets for local food growers and suppliers, and provide safer routes for visitors and residents throughout South Gippsland.

Priority Projects for Advocating

Examples:

- Leongatha Revitalisation Project -
Leongatha Business Precinct Development Project
(Bair Street and Railway Station Stage 1)
- Great Southern Rail Trail - Welshpool to Alberton Link
- Mirboo North Pool Refurbishment

Priority Projects for Development

Examples:

- Korumburra Revitalisation Project
- Great Southern Rail Trail - Leongatha to Korumburra extension and West of Korumburra extension
- Leongatha Community Hub Development

Significant Road Projects

Examples:

- Bair Street, Leongatha
- Ruby-Arawata Road Bridge, Ruby
- North Poowong Road, Poowong
- Simons Lane, Leongatha
- Hughes Street, Leongatha
- Coal Creek – South Gippsland Highway bends
Korumburra
- South Gippsland Highway, Foster to Welshpool
- Bass Highway, Leongatha to Inverloch

Action

- 1.1 Conduct an annual review of Council Priority Projects and Significant Road Projects

2. Annual Action Plan

A targeted action plan will include a table outlining priorities and activities to be undertaken throughout the advocacy process. It will profile funding streams and identify joint involvement between Councillors, Officers, government agencies, community groups, and other relevant bodies. The action plan will provide clarity around the process undertaken, challenges faced, achievements and outcomes.

| Actions | Implementation | Responsibility |
|--|--|---|
| 1. Annual Priority Projects | 1.1 Annual Review of Council Priority Projects and Significant Road Projects | Officers: Develop Annual Action Plan Council: Provide Approval |
| 2. Annual Action Plan | 2.1 Align Annual Action Plan with new Council Priority Projects and Significant Road Projects | Priority Projects Working Group (PPWG) Economic Development and Tourism Department (EDT) |
| 3. Identify Local, Regional and State Strategic Priority | 3.1 Undertake a review of key strategies and identify specific opportunities for inclusion of Council priorities. 3.2 Undertake an annual process to ensure priorities are advocated for in other strategies. | PPWG EDT |
| 4. Funding Opportunities | 4.1 Prepare and Update a Priority Project Funding document that identifies opportunities. | Grants/ Emergency Management, Community Strengthening |
| 5. Identify Key Partnerships and Stakeholders | 5.1 Review partnerships and develop a plan of engagement regarding priorities | PPWG, EDT, Councillors, External Stakeholders |
| 6. Advocacy Materials | 6.1 Update Council website with advocacy materials 6.2 Collate existing advocacy materials and prepare required new information | Communications and other internal departments |
| 7. Delegations | 7.1 Prepare and identify key targets with immediate priority during a state or federal election cycle 7.2 Prepare a coordinated delegations plan that identifies and allocates key individuals and networks | Mayor and Councillors CEO and Senior Staff |
| 8. Evaluation and Reporting | 8.1 Conduct an annual review of the framework and report to Council and the community | PPWG reporting to Mayor and CEO |

3. Identify Local, Regional and State Strategic Priorities

Council can have significant influence by ensuring that its priorities become part of regional and national strategies of other governments agencies, regional bodies and industry groups.

This will involve a coordinated approach within Council to ensure areas of maximum influence are achieved.

Key strategic documents listed below (but not limited to) will be referred to:

- Gippsland Regional Plan
- Destination Gippsland Limited- Destination Management Plan
- Transport strategies including SEATS Marketing Plan
- Parliamentary inquiries
- Other Council identified strategies

Action

- 3.1 Undertake a review of key strategies and identify specific opportunities for inclusion of Council priorities.
- 3.2 Undertake an annual process to ensure priorities are advocated for in other strategies.



4. Funding Opportunities

Council will employ a targeted funding application process.

Council will monitor new opportunities and consider the collaboration with other Shires or agencies.

Through this process Council will:

- Identify appropriate funding streams
- Coordinate multiple funding timelines where appropriate
- Ensure an ordered approach

Action

4.1 Prepare and Update a Priority Project Funding document that identifies opportunities.



5. Identify Key Partnerships and Stakeholders

Council will partner with other key agencies and local groups to increase the capacity for success and strengthen proposals.

These groups may be included in the delegations process either through providing information, support or attendance.

All delegations will be assessed on an individual basis.

Key partners and stakeholders for collaboration at regional level include (but not limited to):

- Gippsland Local Government Network (GLGN)
- Committee for Gippsland (C4G)
- Destination Gippsland Limited (DGL)
- South East Australian Transport Strategy (SEATS)
- Gippsland Regional Road Group
- Municipal Association of Victoria (MAV)
- Infrastructure providers
- Other government agencies

Key partners and stakeholders for collaboration at local level include (but not limited to):

- Business and Tourism Associations
- Individual Businesses
- Community Groups

Action

- 5.1 Review partnerships and develop a plan of engagement regarding priorities



6. Advocacy Materials

To assist the advocacy process, a comprehensive suite of professional materials are required that support the process. These will be used during delegations, submissions and informing the public regarding the advocacy process.

This will include:

- Updated website
- Printed marketing material
- Video and Social media campaign
- Economic and Engineering Studies

Action

- 6.1 Update Council website with advocacy materials
- 6.2 Collate existing advocacy materials and prepare required new information



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7. Delegations



Delegations to critical decision makers are a proactive way to ensure an understanding of Council's priorities. This will include Federal and State politicians, senior public servants and industry bodies.

Delegations will be coordinated and an appropriate budget allocated. There will be consideration of and priority given to advocacy of Priority Projects during election periods to maximise opportunity.

A key aspect of the advocacy process will be to identify the key targets of delegations and the best methods of engagement and delivery.

Implementation

7.1 Prepare and identify key targets with immediate priority during a state or federal election cycle

7.2 Prepare a coordinated delegations plan that identifies and allocates key individuals and networks

8. Evaluation and Reporting

Efficient evaluation and reporting will be critical to measure the success of the advocacy process. It can also lead to refinement of each stage of the framework.

The framework will be measured against key criteria including:

- Achievement of Priorities
- Communication of key messages to target audience
- Development of relationships
- Organisational coordination and commitment to the process
- Community Feedback

Implementation

8.1 Conduct an annual review of the framework and report to Council and the community





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