



Council Plan

2021-2025

(Year 2 - Revised June 2022)



Acknowledgements

Acknowledgement of Country

East Gippsland Shire Council acknowledges the Gunaikurnai, Monero and the Bidawel people as the Traditional Custodians of this land that encompasses East Gippsland Shire, and their enduring relationship with country. The Traditional Custodians have cared and nurtured East Gippsland for tens of thousands of years.

Council value their living culture and practices and their right to self-determination. Council pays respect to all Aboriginal and Torres Strait Islander people living in East Gippsland, their Elders, past, present, and future.

The Community

East Gippsland Shire Council acknowledges the contribution of more than 470 community members, community groups and other stakeholders who participated in a variety of engagement activities, sharing their views and aspirations for the future of East Gippsland. Council thanks you for your time and effort in shaping the future of East Gippsland Shire. All of your input has been used to inform the development of this Council Plan.



Councillors and members of the Community Panel following the Councillors accepting the recommendations for the Council Plan.



Cr Mendy Urie with Auntie Sandra Patten at the NAIDOC Week flag raising ceremony held at the Corporate Centre in Bairnsdale.

We also acknowledge the community members and Council staff who have been involved in the development of Community Recovery Plans, Community Place Plans and a range of other strategies that have also been used to inform and shape this Council Plan.

The Community Panel

Council would also like pay tribute to our Community Panel, a group of 15 volunteers who shared their ideas about the future of East Gippsland. These volunteers represented a range of community perspectives from different demographics, sectors and/or interest groups within East Gippsland. After many hours spent reviewing the results of the community consultation process, expert perspectives, and other evidence to ensure the Council Plan contributed to the delivery of Our Community Vision 2040, the panel prepared their recommendations for the Council Plan. They embraced this challenge with enthusiasm, respect, integrity, and passion. Council is proud of the valuable contribution they have made to the new Council Plan 2021-25.

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Message from the Mayor and Councillors

As the old saying goes, a plan without a goal is just a wish. Well, I'm pleased to report that we have goals, and we're happy to be able to share our plan to achieve those ends.

The Council Plan 2021-2025 sets out our strategic direction and commitment to the community for four years. It shows:

- What we will deliver
- How we will deliver it
- How we will measure progress.

We are delighted to present the Council Plan as we continue to deliver on our five strategic objectives, which you will read about in this plan.

The Council Plan also links with our recently revised Community Vision 2040; developed by the community for the community. It's vital we forge a connection between our long-term vision and what we want to achieve through the Council Plan.

We believe that a successful Council Plan is one that a community is involved in developing. That's why we committed to engaging with the community as much as possible throughout this process.

As Mayor, I am honoured to be in this leadership position and to be chosen by my peers to be the voice for the Councillor group. This position holds great responsibility as it represents not only the Councillor group, but the community and the shire.

As we rebuild from the impacts of the past few years, we look forward to exciting times ahead in East Gippsland. Council's vision reflects our optimism:

East Gippsland is an inclusive and innovative community that values our natural environment, puts community at the centre of Council decision-making and creates the conditions in which communities can thrive.

As Councillors, we will continue to improve engagement opportunities for communities throughout the shire to be involved in decision-making processes, including those in less advantaged areas.

We encourage you to read the Council Plan 2021-25 and work alongside us as we continue to move forward with a positive outlook.

Mayor Cr Mark Reeves and Councillors

Your Council

East Gippsland Shire Council is an unsubdivided municipality made up of nine Councillors who each represent the whole shire. Elections are held every four years in October; the last election was held in 2020.



Cr Mark Reeves

Mayor

Phone – 0419 016 581

Email – cr.reeves@egipps.vic.gov.au



Cr Arthur Allen

Deputy Mayor

Phone – 0429 630 474

Email – cr.allen@egipps.vic.gov.au



Cr Sonia Buckley

Phone – 0429 567 229

Email – cr.buckley@egipps.vic.gov.au



Cr Tom Crook

Phone – 0429 554 064

Email – cr.crook@egipps.vic.gov.au



Cr Jane Greacen OAM

Phone – 0428 478 219

Email – cr.greacen@egipps.vic.gov.au



Cr Trevor Stow

Phone – 0439 285 111

Email – cr.stow@egipps.vic.gov.au



Cr Mendy Urie

Phone – 0436 324 179

Email – cr.urie@egipps.vic.gov.au



Cr Kirsten Van Diggele

Phone – 0429 629 950

Email – cr.vandiggele@egipps.vic.gov.au



Cr John White

Phone – 0498 001 531

Email – cr.white@egipps.vic.gov.au

Councillor Standards of Conduct

The Councillor Code of Conduct sets out the standards of conduct that guide the Councillors collectively and individually in undertaking their roles, duties and obligations.



Genoa community celebrate the work commencing on a new pedestrian bridge across the Genoa River.

STANDARDS OF CONDUCT

Treatment of others	A Councillor must, in performing the role of a Councillor, treat other Councillors, members of Council Staff, the municipal community and members of the public with dignity, fairness, objectivity, courtesy and respect
Performing the role of Councillor	A Councillor must, in performing the role of a Councillor, do everything reasonably necessary to ensure that the Councillor performs the role of a Councillor effectively and responsibly
Compliance with good governance measures	A Councillor, in performing the role of a Councillor, to ensure the good governance of the Council, must diligently and properly comply with relevant policies, procedures, protocols and legislation
Councillors not discrediting or misleading council or the public	In performing the role of a Councillor, a Councillor must ensure that their behavior does not bring discredit upon the Council and must not deliberately mislead the Council or the public about any matter related to the performance of their public duties.
Standards not limiting robust discussion	Nothing in these standards is intended to limit, restrict, or detract from robust public debate in a democracy.

While Councillors are governed by standards outlined in the Councillor Code of Conduct, Council Officers are guided by the Staff Code of Conduct and a set of organisational values.

East Gippsland - Who we are

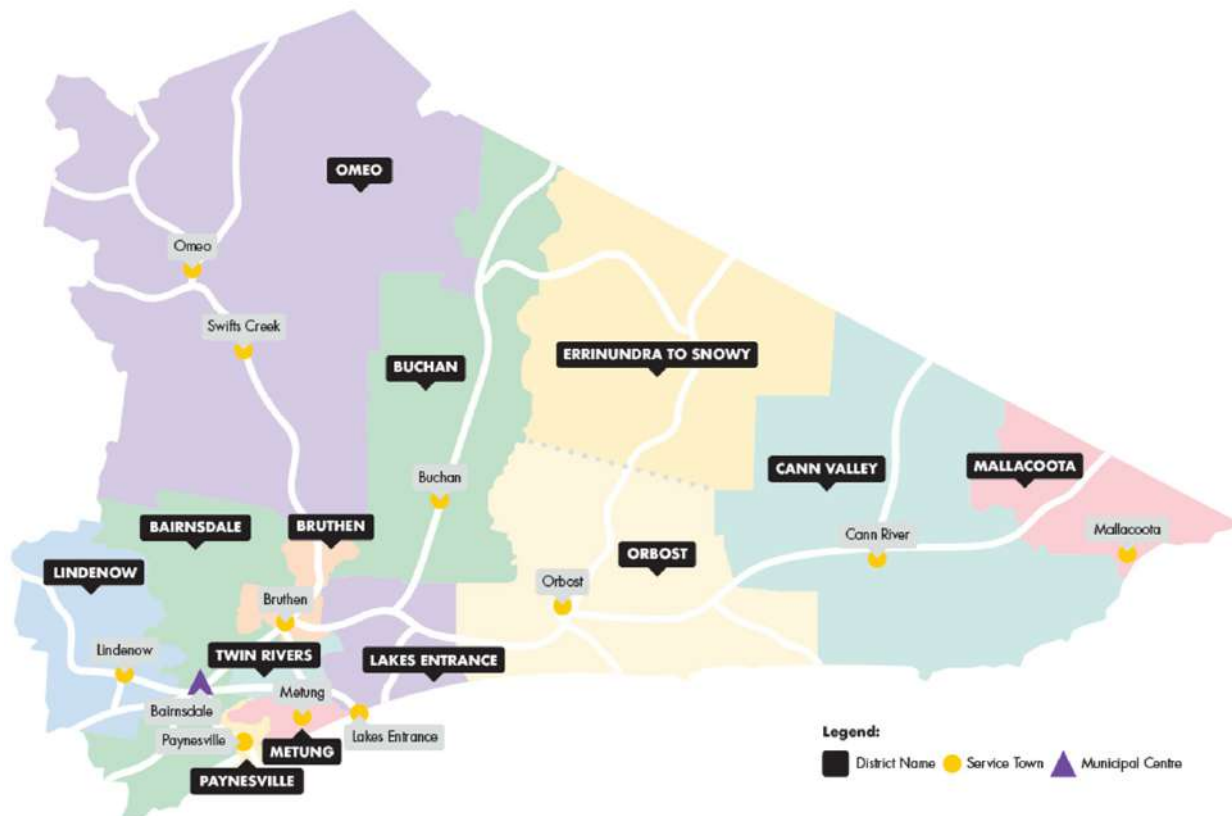
East Gippsland is a large and vibrant region in a beautiful natural setting, home to proud and involved communities that embrace and encourage self-reliance, responsibility and new ideas. The past 30 years have seen East Gippsland evolve from its rural origins to a flourishing economic and tourism region in Eastern Victoria, drawing more than one million visitors each year.

The region has kept its identity and sense of place as it has grown. The shire stretches from west of Bairnsdale to the New South Wales border, covering more than 21,000 square kilometres or 10 per cent of the state.

East Gippsland's unique qualities are both its strength and challenges. The region is distinguished by its natural setting, with its southern edge defined by the Gippsland Lakes and rugged coastline and the rising backdrop of the High Country. Historical rural landscapes and natural bushland areas characterise the region and surround its communities.

As East Gippsland has matured as a region, its communities have also developed and diversified. East Gippsland has an abundance of local producers. Fruit and vegetables, beef, lamb, seafood, milk, eggs and nuts are all grown in this diverse growing region. With its fertile soils, good rainfall and temperate climate, East Gippsland is a food bowl for Australia, producing fresh fruit and vegetables all year round.

Place based planning and working with our local communities is a key to Council's focus, with the shire reflected as 13 separate places (which includes Errinundra to Snowy as a sub-district of Orbost) – with many localities within each place.



East Gippsland at a glance

COMMUNITY

47,725
population

57,799
population forecast by
2040

36.5%
of population over 60
years old -
Victoria is 21%

2.9% of population is
Aboriginal and Torres Strait
Islander -
Victoria is 0.8%

10.8%
of population is born over-
seas -
Victoria is 28.3%

Age Group	Population
0 - 17 years old	8,616
18 - 34 years old	6,459
35 - 59 years old	13,500
60 + years old	16,450

Major Towns by Population	
Bairnsdale	17,468
Lakes Entrance	8,534
Paynesville	6,387
Orbost	3,939



Source: Profile id. East Gippsland (2020 data); REMPLAN – East Gippsland (2021 data); and Australian Bureau of Statistics (2019 data).

Council's role and responsibilities

Local government is one of three levels of government that actively works within and for the community. Council's main responsibilities are to set the overall directions and strategic objectives for the municipality and then monitor their implementation and success.

Council provides many services to approximately 48,000 residents and 4,500 businesses every day of the year.

Council does not have direct control over many of the key challenges facing the community. For example, the State and Federal Government plans and funds major transport infrastructure.

Council's roles are broadly described as:



Council maintains parks and gardens through towns to ensure attractive and functional streetscapes.

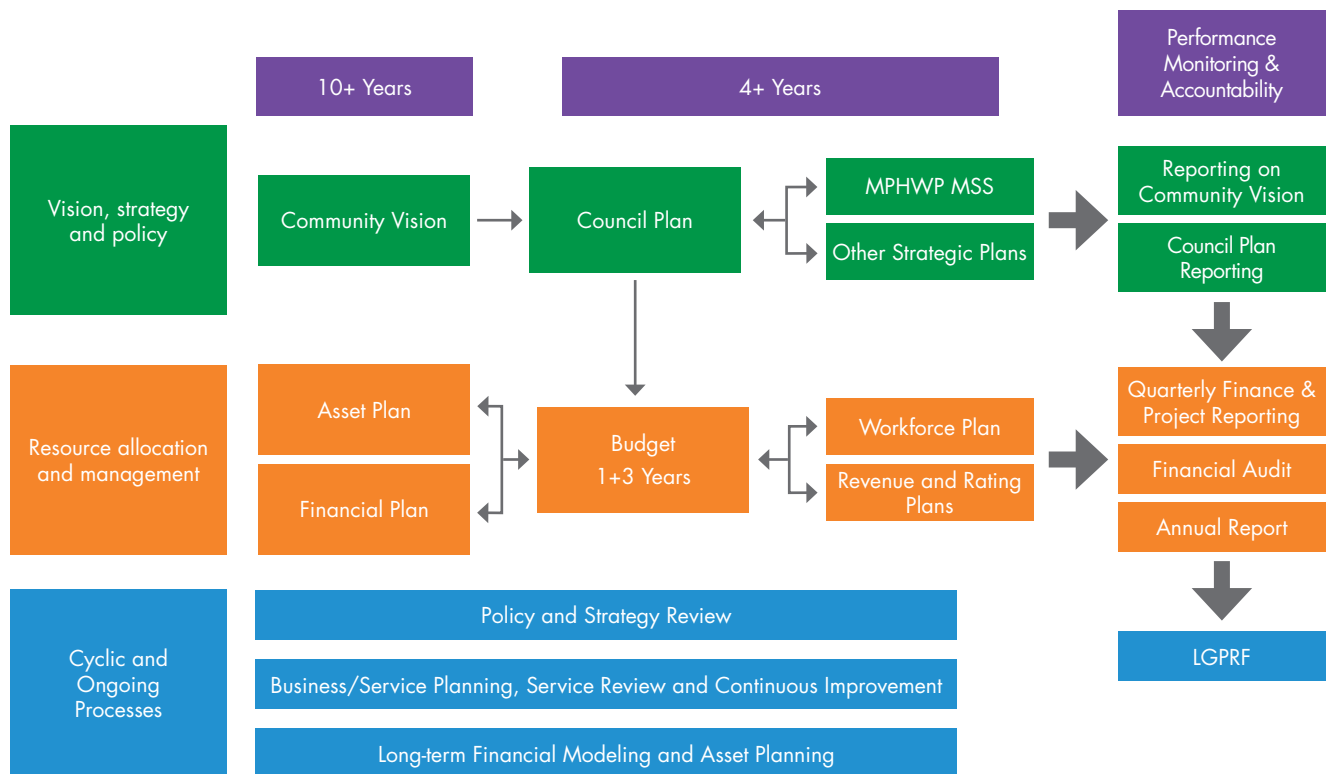
ROLES	PROVIDE	ADVOCATE	FACILITATE
RESPONSIBILITIES	Council funds and delivers services and infrastructure; develops policy and performs critical local legislative roles such as being the local planning authority.	Council advocates on behalf of the community for funding and delivery of services or infrastructure that are not the responsibility of Council to deliver. Council commonly advocates to State and Federal Governments to fund infrastructure.	Council often facilitates outcomes for its community through building partnerships, changing regulations, promoting opportunities, and building the capacity of community members and organisations.

Our Strategic Planning Framework

Our Strategic Planning Framework shows how our Community Vision 2040 will be delivered through the Council Plan, the Budget and other Council plans and strategies.

The Council Plan outlines the strategic agenda for the Council during its term, including:

- The steps it will take to implement the Community Vision;
- Council's four-year budget, Rating and Revenue Plan and Workforce Plan;
- Budget process with transparent links through strategies, initiatives, and performance indicators;
- A dynamic relationship with mandated (Municipal Strategic Statement / Municipal Public Health and Wellbeing Plan) and other major policies, strategies, and plans; and
- Council's performance against strategic indicators and progress on initiatives and major activities in the Council Plan



MSS = Municipal Strategic Statement

LGPRF = Local Government Performance Reporting Framework

Our community, our vision

Our Community Vision 2040 is a long-term concept for our region. It expresses the aspirations, values and priorities of the East Gippsland community, and will help shape what we want achieved in our community by 2040.

The Community Vision 2040 was revised alongside the development of the Council Plan 2021-25. To create an integrated connection between the two strategic documents, the strategic objectives contained within the Council Plan were aligned with our community's values and priorities identified in the Community Vision 2040. The Council Plan identifies how Council will work toward achieving the community's vision between 2021 and 2025 and how we will measure our success.

The link between the Community Vision priorities and the Council Plan is referred under each of the five strategic objectives.



Esplanade, Paynesville.

The Council Plan - How we did it

The Council Plan was developed in response to our community's refreshed Community Vision 2040. Between December 2020 and March 2021, we asked our communities to help shape the future by telling us what they valued most about living in East Gippsland, what their vision was for the future, and the opportunities and challenges faced. More than 470 community members provided their feedback via a survey and a series of workshops held across the shire.

Council formed a community panel in February 2021. This group of 15 volunteers who represented a range of community perspectives, demographics, sectors and/or interest groups participated in seven workshops to determine the five strategic themes, values and priorities of the refreshed Community Vision.

They then used these themes, values, and priorities to provide the recommendations that formed the foundation for this Council Plan.

Councillors and Senior Council Officers shaped the content of the Council Plan with:

- Community consultation and engagement
- Previously developed strategic plans
- Place plans, and
- Community Recovery Committee input.

The workshops helped them discover underlying opportunities and challenges, and understand how they could be addressed at a strategic level.



**337 people
completed the
Community
Perceptions
Survey**

**543 accessed
the survey
website for
information**

**Guided by 3
Place Plans
and 7
Community
Plans**

**15 people
appointed
to the
Community
Panel**

**7 Community
Panel
workshops**

**10 workshops
held with
Councillors and
Senior Officers**

**9 place based
community
engagement
workshops
were held**

**140
community
members
participated
in the
engagement
workshops**



A plan to support recovery and resilience

In the years leading up to the development of the Council Plan, East Gippsland communities demonstrated incredible resilience in navigating:

- Drought impacting farmers, the broader business community and our rural communities
- Black Summer Bushfires that burnt more than 50 per cent of East Gippsland
- COVID-19 pandemic that has compounded the economic impacts of fires and drought, changing the way we live and increasing isolation

While the impacts of these events have been many and compounding, Council, businesses and communities have demonstrated agility and persistence in responding to:

- New and unexpected pressures on Council services
- New demands on our communities and the support organisations
- Significant economic impacts caused by labour shortages
- Increased demand on our health and wellbeing systems
- Widespread environmental impacts.

These events have also brought opportunity. Now we can:

- Create better community connections
- Build resilience of Council and community
- Learn from our experience and prepare for future events
- Invest in our communities
- Strengthen community leadership and capacity.

We are in a very different place from when the Council Plan 2017-2021 was drafted. New services have emerged in response to these events and our recovery efforts have increased demand on some of our existing services.

A framework for the future

The Council Plan 2021–25 was developed with the following in mind:

- Supporting our communities' continued recovery from unforeseen and catastrophic events;
- Building resilience and preparedness for future events;
- Taking action help to mitigate the impacts of future events;
- Manage the recovery and grant funds.

Together we have learnt a lot. We can move forward with the confidence and knowledge to respond effectively to future challenges.

As an organisation and community we know that recovery takes time:

- Drought impacted farm businesses take years to restore farm finances, rebuild herds and re-establish farm infrastructure
- Recovery from major bushfires can take many years and experts are recommending governments plan for a five-year recovery framework
- The impacts of COVID-19 are yet to be fully understood, but expert advice is that COVID-19 has delayed recovery and compound the impacts of other events.

To support our recovery, Council will:

- Deliver a comprehensive capital program including economic stimulus projects and improvements to community facilities
- Replacement or repair damaged community assets
- Increased management of hazardous trees to support the safety of our community
- Better manage bushfire fuel on Council land and ensure fuel management on private land
- Enhanced local incident management planning and promotion of personal preparedness
- Provide support for place planning and increase local representation in community groups and recovery committees

- Support community events and activities that promote community wellbeing
- Support economic stimulus and growth projects to support our economic recovery
- Enhance tourism promotion, information and support for our industry to recover
- Help build resilience in our farming community and increase their capacity to manage a changing climate
- Provide support for rebuilding more resilient housing through better planning and approvals
- Build resilience into the way we work going forward
- Increase emphasis on mitigating the impacts of climate change
- Better support impacted staff and those working with impacted communities.

Community recovery is key to this Council Plan. As such, it is not just one of Council's strategic objectives, but a vital component of all our intentions.

Climate change

East Gippsland Shire Council is committed to tackling climate change. The *Local Government Act 2020* (The Act) requires councils to consider the impact of climate change as part of overarching governance principles on all Council decisions, including the development of the Council Plan.

Council has a role in maintaining, protecting and enhancing the region's environment, which is reflected in a range of strategies outlined in the Council Plan.

This is done by:

- Striving for a net zero emissions
- Achieving circular economy
- Using our resources more efficiently,
- Reducing our everyday impacts
- Planning for changing conditions, and
- Encouraging the people of East Gippsland to do the same.



The view of the Gippsland Lakes from Jemmy's Point Lookout, Kalimna.

Council Plan structure

As stated in the *Local Government Act 2020*, Council is required to prepare and adopt a Council Plan and it must include:

- Strategic direction of the Council
- Strategic objectives for achieving the strategic direction
- Strategies for achieving the objectives for a period of at least the next four financial years and
- Strategic indicators for monitoring achievement of the strategic objectives

The Council Plan was prepared in line with the strategic planning requirements of The Act by displaying the following:

COMMUNITY VISION STRATEGIC THEMES

Links to the strategic themes identified in Our Community Vision 2040

COUNCIL PLAN VISION

Councillors' vision for the next four years

STRATEGIC OBJECTIVE

Goal for the organisation developed in response to community needs, values and priorities

STRATEGIES

What Council will do to achieve the strategic objective

STRATEGIC INDICATORS

How Council will monitor progress and achievement against the strategies

STRATEGIC DOCUMENTS

Council's operational strategy or plan that will support the delivery of the Council Plan strategies

MONITORING OUR PROGRESS

How Council will report on its progress against strategies and associated strategic indicators

As a Council, it's important that we can measure the impact and effectiveness of our work. The strategic indicators in the Council Plan allow us to measure outcomes, both internal and external. For example, the number of visitors to our region, Council has some influence, but not sole responsibility or control. Council will also develop an Annual Action Plan for each financial year as a companion document to the Council Plan 2021-25 to identify our annual activities that support the Council Plan strategies. Progress reports will be provided to Council and community quarterly, with a more extensive report provided in the Annual Reports.



The 2022 Australia Day Awards celebrations held at Nowa Nowa Recreation Reserve.

Our Council Plan

Vision for the next four years

East Gippsland is an inclusive and innovative community that values our natural environment, puts community at the centre of Council decision-making, and creates the conditions in which communities can thrive

STRATEGIC OBJECTIVES

1

An inclusive and caring community that respects and celebrates diversity

2

Planning and infrastructure that enriches the environment, lifestyle, and character of our communities

3

A natural environment that is managed and enhanced

4

A thriving and diverse economy that attracts investment and generates inclusive local employment

5

A transparent organisation that listens and delivers effective, engaging and responsive services

Strategies and strategic indicators

Monitoring our progress



The Bairnsdale Library has a range of accessible services available to the community.

Strategic Objective 1

An inclusive and caring community
that respects and celebrates diversity

Strategic Objective 1

This Strategic Objective describes the action Council will take towards the achievement of the Community Vision theme: **Our Communities** will include, encourage, respect and value all others.

Strategies	Council's role
1.1 Council strives to provide equitable access to their services, support and facilities	Provider
1.2 Collaboration with key stakeholders fosters the cultural, arts and creative communities for all activities Council has facilitated or financially contributed to	Facilitator
1.3 Community groups and volunteers are acknowledged, promoted and supported	Provider / Facilitator
1.4 Through targeted services, partnerships and advocacy, communities enjoy strong mental and physical health, well-being and resilience	Provider / Facilitator / Advocate
1.5 Strong working relationships are further developed with Aboriginal people and organisations	Facilitator
1.6 Council is culturally and linguistically inclusive and celebrates diversity	Facilitator

Strategic Indicators	Council's Level of Influence	Target
1.1 Council strives to provide equitable access to their services, support and facilities		
Community satisfaction with accessibility to Council facilities	Influence	Baseline to be confirmed 2022-23
Number of visits to aquatic facilities per head of municipal population	Influence	≥ 10 visits
Number of community facilities and infrastructure upgraded to improve accessibility	Control	≥ 10 upgrades
1.2 Collaboration with key stakeholders fosters the cultural, arts and creative communities for all activities Council has facilitated or financially contributed to		
Number of community organisations / individuals funded through Council's community grants program	Control	≥ 25 community ≥ Nine Arts and Heritage
Develop baseline measures for cultural outcomes for Council programs	Control	Base line developed in 2022-23
1.3 Community groups and volunteers are acknowledged, promoted and supported		
Community group satisfaction with Council support	Influence	Baseline to be developed in 2022-23
Number of events held that recognise and support volunteers	Control	≥ Five events per annum
1.4 Through targeted services, partnerships and advocacy, communities enjoy strong mental and physical health, well-being and resilience		
People attending Council's recreation centres through an allied health service program delivery	Influence	> 800 attendances per annum
Develop a Housing Strategy	Control	Adopted in 2022-23
1.5 Strong working relationships are further developed with Aboriginal people and organisations		
Percentage of total staff who have participated in culture awareness training in the past 24-months	Control	100 per cent
Percentage of Council directorate representation on Reconciliation Action Plan working group	Control	100 per cent
Number of projects and service reviews that have included formal engagement with traditional owners	Control	≥ 10 projects and service reviews
1.6 Council is culturally and linguistically inclusive and celebrates diversity		
The number of multicultural initiatives supported by Council	Control	≥ 10 events per annum

Strategic Objective 1

An inclusive and caring community that respects and celebrates diversity

Related strategic documents

- Municipal Public Health and Wellbeing Plan 2021-2025
- Disability, Access, and Social Inclusion Plan 2014-2017
- Ageing Well in East Gippsland – Age Friendly Communities Strategy 2017-2030
- Reconciliation Action Plan 2015-18
- East Gippsland Fires 2019-20 Culture & Healing Recovery Sub-plan
- East Gippsland Shire Regional Youth Plan 2016-2017
- 2022 Vision for Education in East Gippsland
- East Gippsland Shire Council Domestic Animal Management Plan 2021-2025
- Place based Community Plans

Council services provided

- Arts and Culture
- Community and Place- based Planning
- Community Engagement
- Community Laws
- Community Programs
- Community Support and Development
- Environmental Health
- Library
- Performing Arts
- Recreation Centres



The Pump and Skills Track at Livingstone Park, Omeo.

Strategic Objective 2

Planning and infrastructure that enriches the environment, lifestyle, and character of our communities

Strategic Objective 2

This Strategic Objective describes the action Council will take towards the achievement of the Community Vision theme: **Our Place** will be accessible, safe, connected, and healthy.

Strategies	Council's role
2.1 Statutory and strategic planning for land use delivers sustainable outcomes that balance the need for growth with the enhancement of our lifestyle, character, the built and natural environment	Facilitator / Provider
2.2 Infrastructure provision and maintenance supports a diverse range of current and future user needs and activities and is both environmentally and financially sustainable	Advocate / Provider / Facilitator
2.3 Planning with local communities for natural disasters and emergencies strengthens capacity, infrastructure, resilience, preparedness, and recovery	Facilitator / Provider

Strategic Objective 2

Planning and infrastructure that enriches the environment, lifestyle, and character of our communities

Strategic Indicators	Council's Level of Influence	Target
2.1 Statutory and strategic planning for land use delivers sustainable outcomes that balance the need for growth with the enhancement of our lifestyle, character, the built and natural environment		
Community satisfaction with Building and Planning	Influence	≥ Large Rural Council average
Statutory Planning applications decided within required time-frames	Control	> 80 per cent
Average time taken to decide Statutory Planning applications	Control	< 61 days
Council Statutory Planning decisions upheld at VCAT hearing	Control	> 60 per cent
Completion of milestones of key strategic plans: <ul style="list-style-type: none"> • Rural Land Use Strategy, • Housing and Settlement Strategy, • Eagle Point Structure Plan, • Paynesville Structure Plans, • East Gippsland Sporting Facilities Plan, and • Public Open Space Strategy 	Control	> 90 per cent of milestones
2.2 Infrastructure provision and maintenance supports a diverse range of current and future user needs and activities and is both environmentally and financially sustainable		
Asset renewal and upgrade expenses as a percentage of depreciation	Control	> 100 per cent
Percentage of adopted capital projects completed at the conclusion of the financial year (based on the most recent amended budget)	Control	> 80 per cent

Percentage of sealed roads that meet Council's target condition rating	Control	> 97 per cent
Community satisfaction with appearance of public areas in East Gippsland	Influence	≥ Large Rural Council average
Number of Committees of Management and volunteer groups for Council managed land with a guiding plan	Influence	≥ 10 new plans per annum
Percentage of community recreation reserves and halls asset condition above target condition rating	Influence	Target to be confirmed in 2022-23
2.3 Planning with local communities for natural disasters and emergencies strengthens capacity, infrastructure, resilience, preparedness, and recovery		
Community satisfaction with emergency and disaster management	Influence	≥ Large Rural Council average
Percentage of communities that need a Local Incident Management Plan have one in place and reviewed as needed	Influence	100 per cent
Milestones achieved for climate risk analysis	Control	100 per cent

Strategic Objective 2

Planning and infrastructure that enriches the environment, lifestyle, and character of our communities

Related strategic documents

- East Gippsland Planning Scheme: Municipal Strategic Statement
- East Gippsland Fires 2019-20 Built Environment Recovery Sub-plan
- Road Management Plan
- Asset Management Plans
- Foreshore Management Plans
- Place-specific Masterplans and Structure Plans
- Open space plans and standards
- Local Incident Management Plans

Council services provided

- Asset Maintenance
- Asset Management
- Building Controls
- Capital Works
- Emergency Management
- Emergency Response
- Land use Planning
- Open Space Management
- Recreation and Sporting Reserve Management
- Statutory Planning and Development Services
- Strategic Planning



Solar panels were installed on the Bairnsdale Aquatic and Recreation Centre to reduce Council's carbon emissions.

Strategic Objective 3

A natural environment that is managed and enhanced

Strategic Objective 3

This Strategic Objective describes the action Council will take towards the achievement of the Community Vision theme: **Our Environment** *will be managed and preserved for all generations.*

Strategies	Council's role
3.1 Council works to reduce its own and the communities carbon emissions while supporting the community to mitigate the impact of a changing climate on the environment, safety, health and lifestyles	Facilitator / Provider
3.2 Sustainable land use practices are used to manage council land to protect biodiversity and to provide education and incentives to support the management of private land	Facilitator / Provider / Advocate
3.3 Natural values on key Council managed land are managed and enhanced	Advocate / Provider / Facilitator
3.4 Environmentally and financially sustainable practices reduce waste going to landfill	Facilitator / Provider

Strategic Objective 3

A natural environment that is managed and enhanced

Strategic Indicators	Council's Level of Influence	Target
3.1 Council works to reduce its own and the communities carbon emissions while supporting the community to mitigate the impact of a changing climate on the environment, safety, health and lifestyles		
Percentage of Council's electricity use from renewable sources	Control	95 per cent by 2023
Carbon emissions from Council operations (2014-15 baseline of 7,600 tonnes CO ₂ equivalent)	Control	> 50 per cent decrease from baseline
Proportion of Council passenger vehicle fleet is electric, hybrid or use alternate fuel source	Control	> 25 per cent by 2025
Total kilowatt hours output from renewable energy systems at Council owned facilities	Influence	> 10 per cent increase from the previous year
New public electric vehicle charging stations	Control	7 council owned stations
3.2 Sustainable land use practices are used to manage council land to protect biodiversity and to provide education and incentives to support the management of private land		
Kilometres of regionally controlled and prohibited weeds treated on roadsides	Control	> 200km per annum
Community satisfaction with slashing and weed control	Influence	≥ Large Rural Council average
A baseline for the quality and quantity of land being managed for 'at risk' habitat, biodiversity and community safety purposes on council and private land	Control	Baseline to be developed Year 2
3.3 Natural values on key Council land are managed and enhanced		
Total investment in Council managed land to support natural areas	Control	≥ \$1,710,000 (2020-21 baseline)

3.4 Environmentally and financially sustainable practices reduce waste going to landfill

Kerbside collection waste diverted from landfill	Influence	> 52 per cent
Community satisfaction with waste management	Influence	≥ Large Rural Council average
Proportion of recycled content in construction projects on Council assets	Control	> 10 per cent of recycled content in all construction projects
Number of community waste education programs delivered	Control	> Five programs per annum
Number of new waste streams collected through waste facilities	Control	≥ Two new waste streams
All Council offices have four streams of recycling (co-mingled, organics, soft plastics, paper/cardboard)	Control	100 per cent of offices have four recycling streams

Strategic Objective 3

A natural environment that is managed and enhanced

Related strategic documents

- East Gippsland Shire Council Environmental Sustainability Strategy 2022-2032
- Wellington and East Gippsland Shires Municipal Domestic Wastewater Management Plan 2016
- East Gippsland Shire Council Waste Management Action Plan
- East Gippsland Fires 2019-20 Natural Recovery Sub-plan

Council Services Provided

- Building Maintenance
- Delivery of new assets
- Environment Projects Management
- Environmental Sustainability
- Waste Services



Council supported businesses through major emergencies, such as bushfires and COVID-19 restrictions, to remain open, re-open and to grow.

Strategic Objective 4

A thriving and diverse economy that attracts investment and generates inclusive local employment

Strategic Objective 4

This Strategic Objective describes the action Council will take towards the achievement of the Community Vision theme: ***Our Economy*** will be *sustainable, innovative, and supportive of existing and emerging industries.*

Strategies	Council's role
4.1 Leadership enables economic prosperity, investment, recovery, resilience and growth	Facilitator / Advocate
4.2 Collaboration amongst key partners is facilitated to improve pathways for education and skills training	Facilitator / Advocate
4.3 Council's work with stakeholders fosters entrepreneurship and new business opportunities, particularly with communities facing change	Facilitator / Advocate
4.4 Targeted information and streamlined approvals and processes make it easier for business to invest	Facilitator / Advocate
4.5 Tourism sector investment is sought in business capability, product development and experience to meet the changing needs of domestic and international markets	Facilitator / Advocate
4.6 East Gippsland's natural strengths in agriculture and natural resource-based industries are enhanced to increase value, employment, sustainability and resilience	Facilitator / Provider

Strategic Objective 4

A thriving and diverse economy that attracts investment and generates inclusive local employment

Strategic Indicators	Council's Level of Influence	Target
4.1 Leadership enables economic prosperity, investment, recovery, resilience and growth		
Percentage of actions implemented from the Economic Development Strategy Action Plan 2022-26	Control	≥ 80 per cent of year 1 actions
4.2 Collaboration amongst key partners is facilitated to improve pathways for education and skills training		
Proportion of exiting Year 12 students continuing to university education	Influence	> 20 per cent
Proportion of exiting secondary school students undertaking an apprenticeship / traineeship or TAFE training	Influence	> 24 per cent
4.3 Council's work with stakeholders fosters entrepreneurship and new business opportunities, particularly with communities facing change		
Number of businesses that participate in Council run programs delivered to support business growth	Influence	> 300 businesses per annum
Number of new businesses registered	Concern	Increase from previous year
4.4 Targeted information and streamlined approvals and processes make it easier for business to invest		
Council processing time for events and business permits and registrations (goods on footpath, trading permits and domestic animal business)	Control	Goods on footpath: < 8 days Trading permits: < 6 days Domestic animal business registration: < 6 days

4.5 Tourism sector investment is sought in business capability, product development and experience to meet the changing needs of domestic and international markets

Total visitation to East Gippsland (international, domestic and daytrip combined)	Influence/ Concern	> 1.3 million visitors per annum
Tourism expenditure in East Gippsland	Concern	> \$360 million per annum
Number of tourism events held during the low and shoulder season periods	Control	> 50 events per annum

4.6 East Gippsland's natural strengths in agriculture and natural resource-based industries are enhanced to increase value, employment and resilience

Number of jobs in the agriculture sector in East Gippsland	Concern	Increase from previous year
Value added by the agriculture sector in East Gippsland	Concern	Increase from previous year

Strategic Objective 4

A thriving and diverse economy that attracts investment and generates inclusive local employment

Related strategic documents

- East Gippsland Economic Development Strategy 2022-32
- East Gippsland Education Vision
- East Gippsland Fires 2019-20 Economic Recovery Sub-Plan

Council services provided

- Business Support
- Economic Development
- Economic Recovery
- Events
- Tourism and Visitor Information



W Tree community engagement was used to connect people and record priorities in recovery planning.

Strategic Objective 5

A transparent organisation that listens and delivers effective, engaging, and responsive services

Strategic Objective 5

This Strategic Objective describes the action Council will take as the foundation for the Council Plan and their contribution towards the achievement of the Community Vision.

Strategies	Council's role
5.1 A better everyday customer experience is created for our residents and visitors	Provider
5.2 Strong relationships with government, partners and stakeholders are maintained and strengthened to advocate for the community	Facilitator
5.3 Communities are engaged in decision-making and support is provided to develop local solutions to local issues	Provider / Facilitator
5.4 Continuous improvement systems are strengthened, and organisational efficiency enhanced	Provider
5.5 Resources are managed to meet current and future needs and priorities	Provider / Advocate
5.6 Council attracts, develops, and retains an inclusive workforce to deliver services and priorities	Provider

Strategic Objective 5

A transparent organisation that listens and delivers effective, engaging, and responsive services

Strategic Indicators	Council's Level of Influence	Target
5.1 A better everyday customer experience is created for our residents and visitors		
Community satisfaction with customer service	Influence	≥ Large Rural Council average
5.2 Strong relationships with government, partners and stakeholders are maintained and strengthened to advocate for the community		
Community satisfaction with advocacy (lobbying on behalf of the community)	Influence	≥ Large Rural Council average
5.3 Communities are engaged in decision-making and support is provided to develop local solutions to local issues		
Community satisfaction with community consultation and engagement	Influence	≥ Large Rural Council average
Community satisfaction with making community decisions	Influence	≥ Large Rural Council average
Community satisfaction with informing the community	Influence	≥ Large Rural Council average
5.4 Continuous improvement systems are strengthened, and organisational efficiency enhanced		
Number of service reviews undertaken	Control	≥ two reviews per annum
Permanent workforce has access to mobile technology	Control	> 70 per cent
5.5 Resources are managed to meet current and future needs and priorities		
Victorian Auditor-General's Office assessment of Council's overall Financial Sustainability is low risk	Control	Achieve low risk rating
5.6 Council attracts, develops, and retains an inclusive workforce to deliver services and priorities		
The percentage of actions implemented from the Workforce Plan 2021-25	Control	≥ 80 per cent of year 2 actions
Unplanned staff turnover rate	Influence	< 12 per cent annual rate

Strategic Objective 5

A transparent organisation that listens and delivers effective, engaging, and responsive services

Related strategic documents

- Annual Budget
- Long-Term Financial Plan
- Customer Experience Strategy
- Integrated Communications Strategy
- Workforce Plan 2021-2025

Council services provided

- Commercial Business
- Communications, Media and Civic Events
- Corporate Planning
- Council Enterprises
- Customer Experience
- Finance
- Governance
- Human Resources
- Information Services
- Occupational Health and Safety
- Organisation Development
- Procurement
- Property Administration
- Rates and Valuations
- Risk Management



Council officers Angus Howlett, Annette Farley and Jenny Heyne offering information at the Orbest Show.

Monitoring our Progress

The Council Plan 2021-25 describes what Council will do to work toward the achievement of Our Community Vision strategic themes and priorities for the next four years. Implementation of the Council Plan will be achieved through the Annual Action Plan and the Annual Budget. A set of indicators are included and will be used to measure Council's progress made for each of the strategies outlined in the Council Plan.

Council commits to updating the community on the implementation of the Council Plan through a range of communication methods, including a quarterly progress report and an extensive report included in the Annual Report each year.

Community members will also be involved in the annual Community Satisfaction Survey, which collects data about life in the municipality and satisfaction with Council services. This data will help to track the implementation of Our Community Vision 2040 and Council's contribution via the Council Plan as well as support the development of annual actions and continuous improvement of services.

Definition of Key Terms

Environmental Diversity

The array of environmental conditions that can co-exist in one space or a spatial sequence such as East Gippsland

Equitable Access

Individuals have fair and socially just opportunities to access services, information, programs, facilities, and opportunities to engage in civic life regardless of diversity and location

Diversity of People

Diversity is any dimension that can be used to differentiate groups and people from one another including age, gender, ethnicity, religion, ability, sexual orientation, education, national origin, and socio-economic status

Inclusion

Inclusion is a universal human right. Inclusion ensures all people regardless of age, ability, race, gender, or other need, have equal access and opportunities to fully participate without discrimination and intolerance

Key Council Managed Land

Land this is identified as having significant natural values worthy of preservation

Natural Environment

Refers to non-human made elements, for Council this includes all reserves, parks and gardens and waterways over which Council has management responsibility

Natural Values

Naturally occurring terrestrial and aquatic native plants, landscapes, animals, their communities, ecosystems, biotic and a-biotic factors such as soils, waterways and geology

Resources

The resources of an organisation or person are the people, materials, money, and other things that they have and can use in order to function effectively

Residents' Information Line: 1300 555 886
Contact Centre: (03) 5153 9500
National Relay Service: 133 677

East Gippsland Shire Council, PO Box 1618
Bairnsdale 3875 Australia

Web eastgippsland.vic.gov.au
Email feedback@egipps.vic.gov.au
Fax (03) 5153 9576

CUSTOMER SERVICE CENTRES

Bairnsdale: 273 Main Street (Corporate Centre)
Lakes Entrance: 18 Mechanics Street
Mallacoota: 70 Maurice Avenue
Omeo: 179 Day Avenue
Orbost: 1 Ruskin Street
Paynesville: 55 The Esplanade

OUTREACH CENTRES

Bendoc Outreach Centre - 18 Dowling Street
Buchan Resource Centre - 6 Centre Road
Cann River Community Centre - Princes Highway

