



AGENDA APPENDIX

Council Meeting

Wednesday 24 April 2013

**AGENDA ITEM FOR SEPARATE DISTRIBUTION TO COUNCILLORS AND
EXECUTIVE LEADERSHIP TEAM DUE TO DOCUMENT SIZE.**

**THE ITEM IS ACCESSIBLE VIA THE COUNCIL WEBSITE OR BY CONTACTING
COUNCIL ON 03 5662 9200.**

E.9 DRAFT COUNCIL PLAN 2013-2017 AND ANNUAL PLAN 2013-2014

APPENDIX 2



South Gippsland
Shire Council

Come for the beauty... Stay for the lifestyle

DRAFT Council Annual Plan 2013/14

Updated as at 18 April 2013



Perspective, taken at Agnes Falls

Photo by June Ernst

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Introduction

The Council Plan 2013-2017 is the central point within Council's integrated planning framework. It is the implementation tool that turns the concepts, desired directions and aspirations outlined in the range of strategic documents adopted by Council, into practical, measurable and actionable activities.

Neither the Council, nor its communities, have the resources to implement everything the community desires. The Council Plan, with its corresponding Annual Plans, Department Business Plans and Annual Budgets are the tools used to prioritise what can realistically be achieved and delivered in the four year term of Council.

The Annual Plan 2013-2014 sets out the first year's actions, measures and targets to achieve the outcomes, objectives and strategies required in the Council Plan 2013-2017.

You can contact Council to request a copy of the Annual Plan by:

- Visiting the main office at 9 Smith Street, Leongatha Vic 3953,
- Calling our customer service centre on (03) 5662 9200,
- Send us an email to council@southgippsland.vic.gov.au or,
- Visiting Councils Website www.southgippsland.vic.gov.au for more information

Community Consultation - “What You Asked For”

South Gippsland Shire has gathered feedback from community engagement activities in the development of plans and strategies affecting communities and here is a summary of what the community asked for:

Community Feedback		
Municipal Public Health and Wellbeing Plan - “Bus to regional areas such as Wonthaggi, Yarram and Leongatha”	Municipal Public Health and Wellbeing Plan - “Better facilities for cyclists to encourage people to ride to school/work/shops”	Municipal Public Health and Wellbeing Plan - “One ‘go to’ point in each town, eg. community hub”
*Community Transport Review – “To not talk to a message bank but to a person”	Community Transport Review – “Give priority to medical appointment, especially long distance ones”	*Waste – recycling facilities and increased rubbish collection over Summer in coastal areas Green waste
*Active Ageing Plan - “Issue with bus stop at the railway line in Leongatha. Most elderly don't use this bus service as it's too hard to get into Leongatha town and back, not practical”	*Active Ageing Plan - “Access to hard rubbish collection”	*Advisory Committees – provide support to Advisory and Section 86 Committees.
*Priority Projects – advocate for better facilities and infrastructure for the Shire	*Advocate for improved road maintenance and transportation	*Korumburra township and infrastructure planning - establish a strategic direction for Korumburra
*Implement the Community Directions Statements	*Aquatic Strategy – develop Master Plans for our pools	*Expand waste management services to include green waste
Yanakie Hall – master plan and upgrade of area	Waratah to Sandy Point walking trail	MAV requests - LG Regional Freight Strategy be considered in Council's planning'

2012 Local Government Community Satisfaction Survey for South Gippsland Shire – Key issues for improvement

<p>Sealed roads and street maintenance:</p> <ul style="list-style-type: none"> • *More work is needed on the roads, there are pot holes everywhere; • *Local roads are in poor condition, but it's unclear if these are VicRoads or Council responsibility; • *Liaise more with VicRoads and other road bodies to maintain roads; • Need to get more Council trucks out fixing roads, signage and lighting 	<p>Community consultation:</p> <ul style="list-style-type: none"> • *To improve performance they should speak and listen more to ratepayers; • *Need to get out and about more and listen to people; • *Be more supportive of what the community needs; • Go around each town and find out what their problems are; • *More consultation and more openness. 	<p>Rates:</p> <ul style="list-style-type: none"> • *The rates seem very expensive; • *They need to provide better services for the rates they charge.
<p>Town planning</p> <ul style="list-style-type: none"> • *Improve the smaller towns, other than the main towns; • Provide clarity about land issues; • Permits take too long to get and have too many restrictions on use; • *Improve town planning by making the right provisions for future development and progress. 	<p>Financial management</p> <ul style="list-style-type: none"> • *Need to be more transparent in their accounting processes; • *Be more open and honest to ratepayers and the public. 	

(Note: an asterisk* next to an Activity item in the body of the plan indicates a link between the community feedback highlighted above and Council's response)

Council's Response 2013-2014 – “What We Plan to Deliver”

The South Gippsland Shire has listened to its communities, considered the feedback received and responded by dedicating Council resources in the 2013-2014 Annual Plan and Budget to deliver the following actions in line with the broader strategic directions contained within the Council Plan 2013-2017.

OUTCOME 1. A Prosperous Shire

Council Plan 2013/17 Indicator	Target	Responsible Unit
The value of total investments in the Shire measured through Building Permits, by investment sector.	Aim for an increase in investments annually (Baseline: To be established)	Development Services
Shovel ready projects prepared	Aim for at least two ready at any time	Engineering Services
*Number of representations made to State and Federal politicians.	At least one delegation annually	Chief Executive Officer

Objective 1.1: Work with the business community to support existing businesses, diversify employment opportunities and to attract new businesses.

Strategy	Action	Measure/Target	Responsible Unit
Strategy 1.1.1: We will actively plan for growth and economic development.	*Advocate for Development Contributions process from State Government	Progress reported in the Quarterly Performance Report	Development Services
	Contribute to the development of a Library Corporation 'Community Learning Strategy'	Progress reported in the Quarterly Performance Report	Community Services
	*Facilitate the Industrial Land Use Strategy for Leongatha	Planning Scheme amendments commenced by 30 June 2014	Development Services
	Develop options for redevelopment of the Leongatha rail yards as a commercial, retail residential and/or civic precinct	Master Plan developed by 30 June 2014	Development Services

	Review South Gippsland Shire's branding strategy	By 30 June 2014	Development Services
	Establish an independent Economic Development Committee of relevant stakeholders with an appropriate Charter	Establishment of committee with relevant stakeholders and clear terms of reference	Development Services
	Development of a 2014-2017 Economic Development Strategy for the sustainable prosperity of the Shire in partnership with the Economic Development Committee	Agreed strategy developed in partnership with the Economic Development Committee by 30 June 2014	Development Services
Strategy 1.1.2: We will protect and retain the unique identity of town, villages and farming districts.	*Develop Township Character Studies for new residential zones and presented to Council for adoption	By 30 June 2014	Development Services
Strategy 1.1.3: We will actively encourage sustainable development and growth of agriculture, industry and commercial business.	*Develop Tarwin Catchment Dwelling Study and present to Council for adoption	By 30 June 2014	Development Services
Strategy 1.1.4: We will promote and encourage tourism through development support and promotion	*Establish a committee to review the Visitor Information Centres service	Review completed and reported to Council by 30 June 2014	Development Services

Objective 1.2: Raise the awareness of local and regional issues with State and Federal decision makers.

Strategy	Action	Measure/Target	Responsible Unit
Strategy 1.2.1: We will advocate for effective integrated transport connectivity for people and freight.	*Advocate for the Gippsland Transport Strategy through regional groups and advocacy activities	Progress reported in the Quarterly Performance Report	Chief Executive Officer
	*Advocate for a feasibility study for the return of the passenger and freight service to Leongatha	Adoption of the proposal by both major political parties as part of their election commitments for 2014 election	Development Services
	*Support the South East Australian Transport Strategy through Council's membership and participation in events to encourage the development of road, rail, sea and air facilities	Progress reported in the Quarterly Performance Report	Development Services
	*Advocate for the upgrading and improved maintenance of our main roads	Progress reported in the Quarterly Performance Report	Engineering Services
Strategy 1.2.2: We will advocate for priority projects that assist in stimulating economic growth, agricultural development, tourism infrastructure and community facilities.	*Advocate for the Corner Inlet Tourism Development Project	Progress reported in the Quarterly Performance Report	Development Services
	*Identify and advocate adopted Priority Projects	Developed and advocated by 30 June 2014	Chief Executive Officer
	*Implement the review of Caravan Parks	Implementation commenced by 30 June 2014	Engineering Services
	*Advocate for bringing forward sewerage for Poowong, Loch, Nyora and for the solving development barriers in the Tarwin Potable Water Catchment	Progress reported in the Quarterly Performance Report	Development Services

Objective 1.3: Improve the sustainability of the local and regional environment

Strategy	Action	Measure/Target	Responsible Unit
Strategy 1.3.1: We will actively engage businesses, farmers, industries and individuals in creating a clean, green Shire, where environmental sustainability is embraced and practiced.	Sustainability Festival held with a focus on improving the health, wellbeing and sustainability of the South Gippsland Community and wider region.	Festival held by 30 June 2014 and the number of exhibitors participating and number of attendees in the festival reported.	Community Services
	Commence implementation of Council land and roadside Weed and Pest Management Plan, in conjunction with South Gippsland Land-care Network with a focus on <ul style="list-style-type: none"> the control of Regionally Prohibited Weeds noxious weeds protection of significant roadside vegetation under threat from weed invasion 	By 30 June 2014 <ul style="list-style-type: none"> Consultation program developed, and 4 meetings held with Landcare groups 	Community Services
Strategy 1.3.2: We will promote sustainable waste management practices, energy efficiency and management of our natural resources.	*Waste Management Strategy implemented and outcomes reported: <ul style="list-style-type: none"> Waste to landfill from transfer stations reduced by up to 3% compared to 2012/13 Landfill airspace consumption reduced by up to 10% compared to 2011/12 	Progress reported in the quarterly performance report and annual outcomes reported to Council by 30 June 2014 <ul style="list-style-type: none"> Baseline 2011/12 (2,830 tonnes) - (reported quarterly) Baseline 2011/12 - 1.52 c/m per tonne Target - 1.37 c/m per tonne (reported quarterly) 	Community Services
	Sustainability Strategy actions implemented: <ul style="list-style-type: none"> Green street lighting project implemented 	Project implemented by 30 June 2014	Community Services
	Sustainability Strategy actions implemented: <ul style="list-style-type: none"> Greenhouse gas reduction plan implemented 	Progress reported in the quarterly performance report and annual outcomes reported to Council by 30 June 2014	Community Services

	Advise Council of bio-composting approaches and other modern waste management innovations	By 30 June 2014	Community Services
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OUTCOME 2. Closely Connected Communities

Council Plan 2013/17 Indicator	Target	Responsible Unit
*The Community Vision 2050 and a Community Engagement Charter will be completed.	By 30 June 2014	Corporate Services
*Council supported Community Direction Statement priority projects identified and reported to Council for consideration.	Council supported priority projects from Community Directions Statements to be funded in the following financial year, identified and funded by 30 June annually.	Community Services
*Development activities for volunteers provided.	A program of activities developed and implemented annually.	Community Services

Objective 2.1: Engage and work collaboratively with our community.

Strategy	Action	Measure/Target	Responsible Unit
Strategy 2.1.1: We will develop a Community Vision 2050 and a Community Engagement Charter in partnership with our communities.	*Develop a Community Vision 2050 and Engagement Charter	Draft Community Vision and Charter endorsed by Council by 30 June 2014	Corporate Services
Strategy 2.1.2: We will develop an integrated approach to planning with the community incorporating budgeting/funding strategies and project development.	*Develop and implement a Korumburra Community Roundtable as a trial for modelling future partnership projects	Progress reported in the quarterly performance report	Development Services

<p>Strategy 2.1.3: We aim to minimise barriers and find ways to support our volunteers, community groups and committees to provide services beyond those that Council, by itself, can provide.</p>	<p>*Community Grants Program effectively administered to support Community Events and Organisations.</p>	<p>Two rounds of Community Grants presented to Council for adoption by 30 June 2014 and updates on program outcomes reported in Council's Quarterly Performance Report.</p>	<p>Corporate Services</p>
	<p>*Support community volunteers:</p> <ul style="list-style-type: none"> • Community Engagement Conference held, including a speaker on new incorporation legislation • Training program delivered 	<p>By 30 June 2014</p>	<p>Community Services</p>
	<p>*Review the support provided to the Recreation Reserve Committees</p>	<p>Progress reported in the quarterly performance report</p>	<p>Community Services</p>

OUTCOME 3. Integrated Services and Infrastructure

Council Plan 2013/17 Indicator	Target	Responsible Unit
*Number of grants submitted to State and Federal programs for funding and number of grants announced for South Gippsland Shire projects.	Aim for 30% of applications submitted to be funded.	Corporate Services
Sustainability activities for various sectors provided, in partnership with others where possible.	A program of activities developed and implemented annually.	Community Services

Objective 3.1: Deliver affordable modern community services and facilities through an integrated approach to planning and infrastructure development.

Strategy	Action	Measure/Target	Responsible Unit
Strategy 3.1.1: We will deliver Council and community projects and leverage project funds to attract investment from external sources.	Annual Capital Works Program delivered	80% of the Capital Works Civil Program expended in accordance with approved Council decisions by 30 June 2014 and progress reported in the quarterly performance report	Engineering Services
	*External funding sought for the Korumburra Integrated Children's Centre	By 30 June 2014	Community Services
Strategy 3.1.2: We will collaborate with other agencies and service providers to focus attention on growth areas and avoid duplication of services.	*Develop a Relocation Plan for Foster for co-locating services with other government agencies	By 30 June 2014	Engineering Services
	Establish formal partnerships and/or arrangements in place between Community Services Directorate and other agencies/ service providers	Formal partnerships established with 2 new agencies or service providers by 30 June 2014.	Community Services

Strategy 3.1.3: We will develop an integrated planning approach for our townships and villages, so that facilities are located in areas where they are most appropriate	Undertake a service review of Public Toilets for appropriate tourism infrastructure in conjunction with Parks Victoria and Department of Sustainability and Environment	By 30 June 2014	Engineering Services
	*Develop Master Plans for Toora, Poowong and Foster Aquatic Facilities.	Master plans completed and presented to Council by 30 June 2014.	Community Services
	*Plan for library infrastructure in the Western area of South Gippsland	Reported to Council By 30 June 2014	Community Services
	*Commence the development of a strategy for community facilities including the potential development of Community Hubs	By 30 June 2014	Community Services
Strategy 3.1.4: We will plan for the service needs of the Shire's changing demographic.	Implement Asset Management Plans for all major asset classes	Service levels achieved by 30 June 2014: Roads (only a part of indicators given) 1. Annual customer satisfaction survey results 2. % of customer requests completed in time 3. Number of approved claims against Council 4. % compliance with Road Management Plan 5. Renewal of 40,000 to 50,000 sq.m of road pavement per year 6. Reseal 300,000 to 430,000 sq.m of sealed surface	Engineering Services
	Forward Capital Works Program reviewed annually	By 30 June 2014	Engineering Services
	*Development of long term social infrastructure plans for the Shire <ul style="list-style-type: none"> • Mirboo North • Venus Bay/Tarwin Lower 	Completed by 30 June 2014	Development Services
	Youth supported <ul style="list-style-type: none"> • Learner Driver Program (L2P) delivered 	30 young people participating	Community Services

	Arts and Culture supported <ul style="list-style-type: none"> • Shire-wide Arts and Culture brochure developed and distributed 	By 30 June 2014	Community Services
	Access and Inclusion supported <ul style="list-style-type: none"> • Accessibility audits of Council's recreation facilities and parks 	6 facilities audited by 30 June 2014	Community Services
	*Access and Inclusion supported <ul style="list-style-type: none"> • Advocate for additional accessible bus stop in Leongatha 	Representation made to VLine by 30 June 2014	Community Services
	Cultural Diversity supported <ul style="list-style-type: none"> • Plans prepared for the indigenous event 'Deadly in Gippsland' to be held in 2015 	Organising committee established and plans prepared by 30 June 2014	Community Services
Strategy 3.1.5: We will encourage sustainable development that promotes the health, well-being and unique character of the community	*Implement the Municipal Public Health & Wellbeing Plan 2013-2017	Progress reported in the Quarterly Performance Report and with an annual review by 30 June 2014	Community Services
	Safe, healthy and active communities plan implemented into the Planning Scheme	Adopted by Council by 30 June 2014	Development Services
Strategy 3.1.6: We will refine the provision of Council services through reviews focused on changing community needs, realistic and affordable service standards and efficient management of resources.	*Establish a committee to review the swimming pools service	Review completed and reported to Council by 30 June 2014	Community Services

	*Establish a committee to review the Capital Works Program	Review completed and reported to Council by 30 June 2014	Engineering Services
	*Establish a committee to review Fees and Charges for all services	Review completed and reported to Council by 30 June 2014	Corporate Services
	*Establish a committee to review staff structure costs	Review completed and reported to Council by 30 June 2014	Corporate Services

OUTCOME 4. A Leading Organisation

Council Plan 2013/17 Indicator	Target	Responsible Unit
Policy portfolios and/or specific project groups developed and implemented	Portfolio or project scope and committee structure endorsed by Council prior to establishment	Chief Executive Officer
An Annual Plan and Annual Budget developed	Adopted by Council by 30 June annually	Corporate Services
Council will encourage community members to provide information to Council on matters affecting them.	Public presentations sessions will be available for community members to participate	Corporate Services
Department Service Summaries, Business Plans and corresponding Budgets will be developed annually	By 30 June annually	Corporate Services
Developer contributions will be established and implemented	By 30 June 2014	Development Services
Community Satisfaction Survey results published annually	By 30 June annually	Corporate Services

Objective 4.1: Improve the financial sustainability of Council, including diversifying revenue streams.

Strategy	Action	Measure/Target	Responsible Unit
Strategy 4.1.1: We will explore innovative ways of increasing revenue and reducing expenditure.	Implement the adopted Land Realisation Review Program	Progress reported in the Quarterly Performance Report	Engineering Services
	Implement adopted future direction for Coal Creek	By 30 June 2014	Development Services

	The Long Term Financial Plan implemented to ensure financial sustainability	Weighted average of 5 key financial ratios being indebtedness, underlying working capital ratio, self-financing, investment gap and underlying result for the 2012-2013 Budget is greater than or equal to 98%	Corporate Services
	*Review and revise Council's Rating Strategy to align with amended State Government requirements and ensure equity as far as practicable	Report presented to Council by 30 June 2014	Corporate Services
	Investigate and recommendation on the development of a Community Sponsorship Fund and/or Community Trusts Program for the Shire	Commenced by 30 June 2014	Community Services
	*Initiate a zero based budgeting review of service progressively over the next four years	Three services reviewed by 30 June 2014	Corporate Services
	*Identify potential for shared services and to initiate business cases for development of shared services	Development of business cases for three joint services by 30 June 2014	Corporate Services
	To develop business cases for investment in Council service areas to reduce costs and increase revenue	Development and implementation of a business case for Coal Creek by 30 June 2014	Development Services
	To develop business cases for investment in Council service areas to reduce costs and increase revenue	Development and implementation of a business case for Caravan Parks by 30 June 2014	Engineering Services

Objective 4.2: Pursue best practice in organisational development and operations of the organisation

Strategy	Action	Measure/Target	Responsible Unit
Strategy 4.2.1: We will establish portfolio core leadership groups to draft policy and shape specific projects.	Seek advice on options for portfolio groups and governance protocols	Provide a report to Council by 30 June 2014	Corporate Services
Strategy 4.2.2: We will monitor corporate governance processes, including risk management and skills development with the aim of ongoing improvement.	Implement the Council Policy review program	Progress reported in the Quarterly Performance Report to Council	Corporate Services
	Deliver approved Information Technology projects.	By 30 June 2014	Corporate Services
	Adopt and publish the Council Annual Report	Report presented to the Minister by 30 September 2013	Corporate Services
Strategy 4.2.3: We will make informed decisions and provide opportunities for the community to participate in the decision making process.	*South Gippsland Shire Council Community Satisfaction Survey results published	By 30 June 2014	Corporate Services
	Update of Council General Local Laws 1 and 2	Completed and presented to Council for adoption by 30 June 2014	Development Services
	Commence an update of Council's Local Law No 3 - 2010 Processes of Municipal Government.	Review commenced by 30 June 2014.	Corporate Services
	Develop a Social Media Strategy	By 30 June 2014	Corporate Services
	Council Plan reviewed and Annual Plan 2014-15 developed	By 30 June 2014	Corporate Services

<p>Strategy 4.2.4: We will create an environment for people to be their best, to optimise the performance of the organisation and to deliver quality outcomes for the community.</p>	<p>An annual corporate training program developed and implemented</p>	<p>Corporate training activities reported quarterly in Council's performance report.</p>	<p>Corporate Services</p>
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PROPOSED KEY STRATEGIC ACTIVITIES FOR 2013 – 2014

Strategy	Action	Measure and Target	Responsible Unit
Outcome 1: A Prosperous Shire	*Number of representations made to State and Federal politicians.	At least one delegation annually	Chief Executive Officer
Strategy 1.1.4: We will promote and encourage tourism through development support and promotion	*Establish a committee to review the Visitor Information Centres service	Review completed and reported to Council by 30 June 2014	Development Services
Strategy 1.3.1: We will actively engage businesses, farmers, industries and individuals in creating a clean, green Shire, where environmental sustainability is embraced and practiced.	Commence implementation of Council land and roadside Weed and Pest Management Plan, in conjunction with South Gippsland Land-care Network with a focus on <ul style="list-style-type: none"> the control of Regionally Prohibited Weeds noxious weeds protection of significant roadside vegetation under threat from weed invasion 	By 30 June 2014 <ul style="list-style-type: none"> Consultation program developed, and 4 meetings held with Landcare groups 	Community Services
Strategy 1.3.2: We will promote sustainable waste management practices, energy efficiency and management of our natural resources.	Sustainability Strategy actions implemented: <ul style="list-style-type: none"> Green street lighting project implemented 	Project implemented by 30 June 2014	Community Services
Strategy 2.1.1: We will develop a Community Vision 2050 and a Community Engagement Charter in partnership with our communities.	Develop a Community Vision 2050 and Engagement Charter	Draft Community Vision and Charter endorsed by Council by 30 June 2014	Corporate Services
Strategy 3.1.3: We will develop an integrated planning approach for our townships and villages, so that facilities are located in areas where they are most appropriate	Undertake a service review of Public Toilets for appropriate tourism infrastructure in conjunction with Parks Victoria and Department of Sustainability and Environment	By 30 June 2014	Engineering Services

<p>Strategy 3.1.6: We will refine the provision of Council services through reviews focused on changing community needs, realistic and affordable service standards and efficient management of resources.</p>	<p>Establish a committee to review the swimming pools service</p>	<p>Review completed and reported to Council by 30 June 2014</p>	<p>Community Services</p>
<p>Strategy 4.1.1: We will explore innovative ways of increasing revenue and reducing expenditure.</p>	<p>Review and revise Council's Rating Strategy to align with amended State Government requirements and ensure equity as far as practicable</p>	<p>Report presented to Council by 30 June 2014</p>	<p>Corporate Services</p>