



South Gippsland
Shire Council

SOUTH GIPPSLAND SHIRE COUNCIL

Council Plan 2020 - 2024

JUNE 2021

Connecting our community...

"It is the people of South Gippsland who will make this Shire an inviting place for all and realise the potential of our region."

The Administrators



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Shire Council*

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*Front Cover Photos: Korumburra Post Office,
Poowong General Store, Leongatha Memorial Hall*

Contents Page Photos: Agnes River and Agnes Falls

Page 4 Photos: Coal Creek Korumburra



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Our Purpose

To serve in the best interests of the whole Shire, delivering quality services and advocating for community needs.



Our Values & Commitment

Customer Focused

Accountable

Respectful

Acting in the interests of the whole Shire

Pursuing excellence in everything we do

Our Vision

By 2024 Council aims to:

Be known for being customer focused;

Have made significant progress to entrench a sense of shared community direction across the Shire;

Have successfully delivered the agreed Capital Works Program; and

Be known for excellence in the services we deliver.

Our Strategic Objectives

1

United Shire

shared community direction

2

Economic Prosperity

corner stone for local employment and business growth

3

Integrated Services and Infrastructure

enhance liveability

4

Customer Focused Organisation

accountable decision making



Our Vision

To establish a shared long term community direction that unites the Shire and guides its future direction.

To provide services that are accessible and support the various sectors of the community.

2020-2024

Strategies

1.1

Develop a shared vision for the future direction of the Shire in partnership with the community.

1.2

Develop and support the leadership skills of existing and emerging community leaders, volunteers, community groups and networks.

1.3

Deliver efficient and responsive services that enhance the health, safety and well-being of the community.

1.4

Deliver Council's 'Community Support Package' to support the community to respond to the COVID-19 pandemic in the recovery and re-investment of community and economic activity across the Shire.

Services Provided

- Aged and Disability Service
- Community Strengthening
- Children, Youth and Family Services
- Libraries
- Sport, Recreation, Leisure and Aquatic Facilities



Adopted Plans & Strategies

- Active Ageing Strategy
- Age Friendly South Gippsland Plan
- Art, Culture and Creative Industries Strategy
- Community Strengthening Strategy
- Council Vision
- Disability Action Plan
- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Liquor and Gambling Strategy
- Youth Strategy

Measures of Success

MEASURE	RESPONSIBILITY	TARGET
<p>The effectiveness of Council and community partnerships will be measured by the quality of community projects supported financially by Council through the Community Grants Program.</p> <p>DEPARTMENT <i>Community Services</i></p>	INFLUENCE	<p>All Community Grants recommended to Council for funding will require a minimum of 70 per cent of the maximum possible assessment score</p>
<p>The effectiveness of the Community Leadership Development Program will be measured by the number of participants actively engaged in the Program and the representation across the Shire.</p> <p>DEPARTMENT <i>Community Services</i></p>	INFLUENCE	<p>Minimum of 75 participants with broad representation from across the Shire per annum</p> <p><i>Note: this is a two year initiative and also includes participants from the Youth Leadership Program</i></p>
<p>The effectiveness of the Three Year Old Kindergarten Program will be measured by the increase in the number of children participating in the Program, the diversity of locations in which those children reside and the optimum use of Kindergarten facilities.</p> <p>DEPARTMENT <i>Community Services</i></p>	INFLUENCE	<p>95% of children enrolled through central enrolment are granted their first or second preference</p> <p>Aim for $\geq 75\%$ of existing providers offering a 15 hour Kindergarten Program weekly</p> <p>Baseline aims for 75% of eligible children in each location attending subsidised Three Year Old Kindergarten Program</p>

RESPONSIBILITY DEFINITIONS: **CONTROL** Actions of Council directly control the outcome result | **INFLUENCE** Council may influence the outcome result but other external factors or partnering activities may impact | **MONITOR** Council has no influence on the outcome result but monitors to assist with future planning and advocacy



2 Economic Prosperity

corner stone for local employment and business growth

Wilson's Promontory

Our Vision

To establish the Shire as a thriving and diverse local economy that builds on our region's natural advantages.

2020-2024

Strategies

2.1

Build a sustainable and growing economy that:

- Attracts and supports businesses to thrive and grow;
- Broadens, builds and strengthens industry sectors;
- Creates and sustains local employment opportunities; and
- Establishes the Shire as the 'food hub' that feeds our State and beyond.

2.2

Develop plans that will balance and utilise the natural values of the environment, improve the Shire's liveability and build on the benefits of our proximity to Melbourne.

2.3

Deliver services that support the growth of the local and regional economy.

2.4

Work together with surrounding councils to support regional growth and prosperity.

Services Provided

- Caravan Parks
- Coal Creek Community Park and Museum
- Economic Development and Tourism
- Regulatory Services
- Statutory, Strategic and Social Planning

Adopted Plans & Strategies

- Branding Strategy
- Domestic Animal Management Plan
- Domestic Wastewater Management Plan
- Eastern Districts Urban Design Frameworks
- Economic Development and Tourism Strategy
- Foster Structure Plan
- Housing and Settlement Strategy
- Korumburra Structure Plan
- Korumburra Town Centre Car Parking Strategy
- Leongatha Car Parking Strategy
- Loch Structure Plan
- Mirboo North Structure Plan Refresh
- Municipal Strategic Statement
- Nyora Structure Plan
- Open Space Strategy
- Poowong Structure Plan
- Priority Projects
- Recreational Vehicle (RV) Strategy
- Rural Land-Use Strategy
- Sandy Point Urban Design Framework
- South Gippsland Heritage Study
- South Gippsland Planning Scheme
- Tarwin Lower Urban Design Framework
- Venus Bay Urban Design Framework
- Waratah Bay Urban Design Framework

Measures of Success

MEASURE	RESPONSIBILITY	TARGET
<p>Advocacy efforts by Council aim to influence:</p> <ul style="list-style-type: none"> an increase in the Gross Regional Product (<i>the measure of all goods and services produced within the Shire</i>) an increase in the Gross Revenue of businesses of all industry sectors in South Gippsland an increase in the number of businesses in the Shire as measured by the Australian Business Register <p>DEPARTMENT <i>Economic, Arts and Tourism</i></p>	INFLUENCE	<ul style="list-style-type: none"> ≥ 5% increase by 2024 BASELINE: Gross Regional Product \$1,741,092 ≥ 5% increase by 2024 BASELINE: Gross Revenue Baseline \$3,543,907 ≥ 5% increase in business registrations by 2024 BASELINE: of 7,300
<p>The effectiveness of supporting small businesses will be measured by reducing timelines and streamlining the regulatory process through the Better Approvals Program.</p> <p>DEPARTMENT <i>Economic, Arts and Tourism</i></p>	INFLUENCE	90% of business applications processed utilising the Better Approval Program
<p>The effectiveness of efforts to increase local procurement will be measured by the percentage of local spend on Council goods and services.</p> <p>DEPARTMENT <i>Governance</i></p>	CONTROL	An adopted policy position and definition of 'local spend', together with baseline targets established by June 2021
<p>Time taken to decide planning applications.</p> <p>DEPARTMENT <i>Planning Services</i></p>	CONTROL	<p>Aim to reduce the number of days from 2019/20 baseline of 77 days, to ≤ 60 days by June 2024</p> <p><i>Note: LGPRF indicator</i></p>

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Bena-Kongwak Bridge, Bena

3 Integrated Services & Infrastructure

enhance liveability

Our Vision

To provide the community with services and infrastructure that enhance liveability and environmental sustainability for current and future generations.

To establish a long term program for capital works, in conversation with the community.

2020-2024

Strategies

3.1

Establish a sustainable long-term program for capital works.

3.2

Optimise the life-cycle of Council's infrastructure through the use of predictive modelling to develop the asset renewal program.

3.3

Deliver services that enhance liveability and environmental sustainability for current and future generations.

Services Provided

- Assets and Infrastructure provision
- Drain and Storm Water Management
- Footpath and Bicycle Paths
- Local Laws and Animal Management
- Emergency Management
- Parks and Gardens Maintenance
- Road Maintenance and Safety
- Sustainable Environmental Management and Education
- Waste and Recycling Collection and Treatment

Adopted Plans & Strategies

- Aquatic Strategy
- Asset Management Strategy
- Blueprint for Social Community Infrastructure
- Community Infrastructure Plans (Korumburra, Leongatha, Mirboo North, Foster, Nyora and Tarwin Valley/Venus Bay)
- Infrastructure Design Manual
- Municipal Emergency Management Plans
- Paths and Trails Strategy
- Recreation Strategy
- Road Management Plan
- Road Safety Strategy
- Roadside Management Plan and Manual
- Sustainability Strategy
- Tennis Facility Plan
- Tree Management Plan
- Waste Management Strategy

Measures of Success

MEASURE	RESPONSIBILITY	TARGET
<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>DEPARTMENT <i>Infrastructure Delivery</i></p>	CONTROL	70% or greater completion each year
<p>The sustainability and improvement of Council's infrastructure will be measured by the renewal projects returning the condition of the asset back to 'as new' condition. <i>(Level 1 condition score)</i></p> <p>DEPARTMENT <i>Infrastructure Delivery</i></p>	CONTROL	100% of renewal projects to 'as new' condition
<p>Optimising the life-cycle of Council's infrastructure will be measured by establishing asset management baselines from predictive modelling to develop the asset renewal program.</p> <p>DEPARTMENT <i>Infrastructure Planning</i></p>	CONTROL	Baseline established for Roads and Buildings, and funding requirements reviewed against long term financial plans by June 2021

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Customer Focused Organisation

4

accountable decision making



Our Vision

To be recognised as a customer focused organisation, aligning Council services to changing community needs.

2020-2024

Strategies

4.1

Engage the community in developing significant strategic plans and continued involvement in decision making.

4.2

Review and implement changes to Council plans, policies and practices to align with the new Local Government Act and the Commission of Inquiry recommendations.

4.3

Provide meaningful and timely communication and quality customer service.

4.4

Build on the organisation's leadership, governance, financial sustainability, shared values and cultural capabilities.

Services Provided

- Communications and Community Relations
- Corporate Services and Reporting
- Council Website
- Customer Service and Feedback
- Finance, Risk and Procurement
- Governance and Council Meetings
- Innovation and Technology
- Limited Services After Hours
- People and Culture - Staff Development
- Property Rating and Collection Services



Adopted Plans & Strategies

- Communications Strategy
- Council Plan
- Digital Strategy
- Good Governance Framework
- Long Term Financial Strategy
- Rating Strategy
- Strategic Resource Plan

Measures of Success

MEASURE	RESPONSIBILITY	TARGET
<p>Measure customer satisfaction with community consultation and engagement.</p> <p>DEPARTMENT <i>Community Information and Advocacy</i></p>	CONTROL	<p>Prepare a comprehensive review of the Community Engagement Policy by 1 March 2021</p> <p><i>Note: Target Achieved</i></p> <p>Aim for a result of ≥ 50 points in the annual Customer Satisfaction Survey results by June 2024</p> <p><i>Note: LGPRF indicator</i></p>
<p>Community satisfaction with Council's performance in Customer Service.</p> <p>DEPARTMENT <i>Community Information and Advocacy</i></p>	CONTROL	<p>\geq the average annual Customer Service result for large rural Councils by June 2024</p> <p><i>Note: Local Government Community Satisfaction Survey</i></p>
<p>Council continues to actively explore options for delivery of shared services in partnership with other Councils.</p> <p>DEPARTMENT <i>Performance and Innovation Directorate and Innovation and Technology</i></p>	INFLUENCE	<p>Progress update reports included in the Organisational Performance Reports</p>
<p>All legislated policies and procedures reviewed and adopted.</p> <p>DEPARTMENT <i>Governance</i></p>	CONTROL	<p>Prepared and adopted in accordance with legislated timelines</p>
<p>Council meets its legislative requirements for annual financial performance reporting and the Local Government Performance Framework (LGPRF).</p> <p>DEPARTMENT <i>Financial Strategy and Governance</i></p>	CONTROL	<p>Annual Report adopted and unqualified VAGO Audit achieved in accordance with legislative requirements and timelines</p>

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YEAR 1 ACTION PLAN

1 United Shire

shared community direction

To establish a shared long term community direction that unites the Shire and guides its future direction.

To provide services that are accessible and supports the various sectors of the community.

YEAR 1 ANNUAL INITIATIVES 2020/21

TARGET

CP# MAJOR INITIATIVES

1.1

Implement the 'Community Leadership Development Program' to enhance skills and capabilities of our broader community.

by 30 June 2021

DEPARTMENT

Community Services

1.2

Adopt terms of reference and establish the membership of Council's Economic Development and Visitor Attraction Advisory Groups.

Report by each Advisory Group by 30 June 2021

DEPARTMENT

Economy, Arts and Tourism

1.3

Implement Council's \$2M 'Community Support Package' to assist the recovery of, and re-investment in, the Shire following the COVID-19 pandemic.

by 30 June 2021

DEPARTMENT

*Performance and Innovation Directorate
and Economic and Community Development Directorate*

YEAR 1 ACTION PLAN

2 Economic Prosperity

corner stone for local employment and business growth

To establish the Shire as a thriving and diverse local economy that builds on our region's natural advantages.

YEAR 1 ANNUAL INITIATIVES 2020/21

TARGET

CP#	MAJOR INITIATIVES	TARGET
2.1	Identify and advocate for Council's adopted Priority Projects to State and Federal Governments and other relevant stakeholders for funding support.	by 30 June 2021
	DEPARTMENT <i>Infrastructure Planning and Economic, Arts and Tourism</i>	
2.2	Draft Economic Development Strategy presented to Council for adoption.	by 30 June 2021
	DEPARTMENT <i>Economy, Arts and Tourism</i>	
2.3	Draft Tourism Strategy presented to Council for adoption.	by 30 June 2021
	DEPARTMENT <i>Economy, Arts and Tourism</i>	
2.4	The Foster Structure Plan Refresh draft presented to Council for adoption.	by 30 June 2021
	DEPARTMENT <i>Planning Services</i>	

YEAR 1 ACTION PLAN

3

Integrated Services & Infrastructure *corner stone for local employment and business growth*

To provide the community with services and infrastructure that enhance liveability and environmental sustainability for current and future generations.

To establish a long term program for capital works, in conversation with the community.

YEAR 1 ANNUAL INITIATIVES 2020/21		TARGET
CP#	MAJOR INITIATIVES	
3.1	Great Southern Rail Trail extension between Leongatha and Korumburra completed. DEPARTMENT <i>Infrastructure Delivery (Priority Project)</i>	by 30 June 2021
3.2	Mirboo North Swimming Pool re-development completed. DEPARTMENT <i>Infrastructure Delivery (Priority Project)</i>	by 31 December 2020
3.3	Korumburra streetscape re-development commenced. DEPARTMENT <i>Infrastructure Delivery (Priority Project)</i>	by 30 June 2021
3.4	Korumburra Hub development significantly progressed. DEPARTMENT <i>Infrastructure Delivery and Infrastructure Planning (Priority Project)</i>	by 30 June 2021
3.5	Bair Street Leongatha streetscape significantly progressed (due for completion December 2021). DEPARTMENT <i>Infrastructure Delivery (Priority Project)</i>	by 30 June 2021

YEAR 1 ANNUAL INITIATIVES 2020/21		TARGET
CP#	MAJOR INITIATIVES	
3.6	Commence planning and advocacy to address kindergarten capacity shortfalls identified in the Early Years Infrastructure Strategy, and inclusion of requirements in the 'Blueprint for Social Community Infrastructure'.	by 30 June 2021
	DEPARTMENT <i>Community Services and Infrastructure Planning</i>	
3.7	Commence planning for improved integrated public transport outcomes, in consultation with surrounding Shires and the State Government, with the intent to create public transport services between rural towns.	by 30 June 2021
	DEPARTMENT <i>Economy, Arts and Tourism</i>	
3.8	Review and update the Sustainability Strategy and present to Council for adoption.	by 30 June 2021
	DEPARTMENT <i>Infrastructure Planning</i>	
3.9	Establish a Capital Works Program budgeting policy to be present to Council for adoption.	by 30 June 2021
	DEPARTMENT <i>Infrastructure Planning</i>	
3.10	Review and update the ' Social and Community Infrastructure Blueprint' and present to Council for adoption.	by 31 March 2021
	DEPARTMENT <i>Infrastructure Planning</i>	
3.11	Establish baselines from predictive modelling for roads (by 30 June 2021) and buildings (by 31 December 2021), and review funding requirements against the long-term financial plan.	by 30 June 2021
	DEPARTMENT <i>Infrastructure Planning</i>	

YEAR 1 ACTION PLAN

4

Customer Focused Organisation *accountable decision making*

To be recognised as a customer focused organisation, aligning Council services to changing community needs.

YEAR 1 ANNUAL INITIATIVES 2020/21		TARGET
CP#	MAJOR INITIATIVES	
4.1	Customer Service requests and complaint handling systems and process enhancements implemented.	by 30 June 2021
	DEPARTMENT <i>Community Information and Advocacy</i>	
4.2	Undertake a review and refresh of Council's Website.	by 30 June 2021
	DEPARTMENT <i>Community Information and Advocacy</i>	
4.3	Undertake a review and update of the Customer Service Charter.	by 31 December 2020
	DEPARTMENT <i>Community Information and Advocacy</i>	
4.4	A Service Review Framework and timetable developed and implementation commenced.	by 30 June 2021
	DEPARTMENT <i>Performance and Innovation Directorate and Innovation and Technology</i>	
4.5	Implement a program to better inform our community of the services, projects and activities their rates support.	by 30 June 2021
	DEPARTMENT <i>Financial Strategy and Community Information and Advocacy</i>	

YEAR 1 ANNUAL INITIATIVES 2020/21		TARGET
CP#	MAJOR INITIATIVES	
4.6	Finalise and implement South Gippsland Shire Council's <i>Good Governance Framework</i> and report to the Minister for Local Government and the Community on activities achieved.	by 30 June 2021
	DEPARTMENT <i>Governance and Chief Executive Office</i>	
4.7	Governance policies and procedures reviewed and gap analysis completed to assemble a contemporary suite of appropriate policies under Council's <i>Good Governance Framework</i> .	by 30 June 2021
	DEPARTMENT <i>Governance</i>	
4.8	Implement the required changes legislated and regulated by the new <i>Local Government Act</i> . <ul style="list-style-type: none"> Budget reviewed and adopted by 30 June 2021. 	
	DEPARTMENT <i>Financial Strategy</i>	
	<ul style="list-style-type: none"> <i>Community Engagement Policy</i> reviewed and adopted by 1 March 2021. 	by 30 June 2021
	DEPARTMENT <i>Community Information and Advocacy</i>	
	<ul style="list-style-type: none"> <i>Councillor Expenses Policy</i> reviewed and adopted by 1 September 2020. 	
	DEPARTMENT <i>Governance</i>	
	<ul style="list-style-type: none"> Governance Rules adopted to replace <i>Local Law No.2 2020</i>, including <i>Election Period Policy</i> by 1 September 2020. 	
	DEPARTMENT <i>Governance</i>	
	<ul style="list-style-type: none"> <i>Audit and Risk Committee Charter Policy</i> adopted by 1 September 2020. 	
	DEPARTMENT <i>Governance</i>	
	<ul style="list-style-type: none"> <i>Public Transparency Policy</i> developed and adopted by 1 September 2020. 	
	DEPARTMENT <i>Governance</i>	
4.9	Digital Strategy - phase one - basic community self-service capability available to the public.	by 30 June 2021
	DEPARTMENT <i>Innovation and Technology</i>	

YEAR 2 ACTION PLAN

1 United Shire

shared community direction

To establish a shared long term community direction that unites the Shire and guides its future direction.

To provide services that are accessible and supports the various sectors of the community.

YEAR 2 ANNUAL INITIATIVES 2020/21

TARGET

CP# MAJOR INITIATIVES

- 1.1** Work in partnership with the community and key stakeholders to develop a ten-year Community Vision for the future of South Gippsland, to capture community aspirations, and guide future action planning and resource allocation. by 31 October 2022

DEPARTMENT *Governance*

- 1.2** Develop the 2022-2025 Municipal Public Health and Wellbeing Plan, including:
- Undertaking the Liveability Study to inform health and wellbeing planning, and development of the Community Vision;
 - Undertaking community consultation on health and wellbeing issues and priorities for action.
- by 31 October 2022

DEPARTMENT *Community Services*

- 1.3** Develop a 2021-2025 Municipal Emergency Management Plan, to plan for preparedness for and response to emergencies across the Shire. by 31 December 2021

DEPARTMENT *Community Safety*

- 1.4** Deliver year two of the Community Leadership Program, to foster and develop the quality of community leadership in South Gippsland. by 30 June 2022

DEPARTMENT *Community Services*

YEAR 2 ACTION PLAN

2 Economic Prosperity

corner stone for local employment and business growth

To establish the Shire as a thriving and diverse local economy that builds on our region's natural advantages.

YEAR 2 ANNUAL INITIATIVES 2020/21

TARGET

CP# MAJOR INITIATIVES

2.1 Commence implementation of the 2021-2025 Economic Development and Visitor Economy Strategies. by 30 June 2022

DEPARTMENT *Economy, Arts and Tourism*

2.2 Develop a Visitation and Marketing Plan for the extended Great Southern Rail Trail (GSRT), and commence implementation to foster community and visitor attraction to the Trail. by 30 June 2022

DEPARTMENT *Economy, Arts and Tourism*

YEAR 2 ACTION PLAN

3

Integrated Services & Infrastructure *corner stone for local employment and business growth*

To provide the community with services and infrastructure that enhance liveability and environmental sustainability for current and future generations.

To establish a long term program for capital works, in conversation with the community.

YEAR 2 ANNUAL INITIATIVES 2020/21

TARGET

CP#	MAJOR INITIATIVES	TARGET
3.1	Develop a ten-year Asset Plan to better plan for the development, management and renewal of community assets, and to meet legislative requirements.	by 30 June 2022
	DEPARTMENT <i>Infrastructure Planning</i>	
3.2	Progress delivery of Council's program of Major Capital Projects including: <ol style="list-style-type: none"> Korumburra Hub; Little Commercial Street Streetscape, Korumburra. Commence investigation and consultation into the future uses of Memorial Hall in response to the outcomes of the revised Arts Strategy; and Leongatha Railway Site Transformation project including Bair Street Bridge and Apex Park car park. 	by 30 June 2022
	DEPARTMENT <i>Infrastructure Planning</i>	
3.3	Deliver the Great Southern Rail Trail Project sections from Leongatha to Nyora.	by 30 June 2022
	DEPARTMENT <i>Infrastructure Delivery</i>	

YEAR 2 ACTION PLAN

4 Customer Focused Organisation

accountable decision making

To be recognised as a customer focused organisation, aligning Council services to changing community needs.

YEAR 2 ANNUAL INITIATIVES 2020/21

TARGET

CP#	MAJOR INITIATIVES	TARGET
4.1	Develop a Council Advocacy Strategy to deliver improved and better targeted advocacy for projects that will achieve improved quality of life for the South Gippsland community.	by 30 June 2022
	DEPARTMENT <i>Executive Office</i>	
4.2	Develop and deliver a range of key strategic plans, in partnership with the community and key stakeholders: <ul style="list-style-type: none"> • 2022-2026 Council Plan to commence achievement of the new Community Vision; • Revenue and Rating Plan for a period of the next four financial years; and • Four-year Budget and ten-year Long-Term Financial Plan. 	by 30 June 2022
	DEPARTMENT <i>Governance and Financial Strategy</i>	
4.3	Welcome South Gippsland's new Councillors, and deliver a comprehensive induction and transition program, to support Councillors to form an effective team and set them up for success during their term.	by 28 February 2022
	DEPARTMENT <i>Governance</i>	
4.4	Continue to roll out Council's Customer First Project, to deliver improved customer service and customer feedback processes.	by 31 December 2021
	DEPARTMENT <i>Customer Information and Advocacy</i>	

YEAR 2 ANNUAL INITIATIVES 2020/21		TARGET
CP#	MAJOR INITIATIVES	
4.5	Continue to deliver Council's program of Service Reviews to identify process enhancements, customer service improvements, definition of community services and operational efficiencies.	by 30 June 2022
	DEPARTMENT <i>Innovation and Technology</i>	
4.6	Continue to develop and deliver Council's <i>Good Governance Framework</i> to continuously improve Council's good governance practices, and respond to the Commission of Inquiry recommendations.	by 30 June 2022
	DEPARTMENT <i>Governance</i>	





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