



Council Meeting Agenda

Tuesday 13 December 2022 at 6:00 pm
Council Chambers (and by video conferencing)
East Gippsland Shire Council Corporate Centre
273 Main Street, Bairnsdale 3875



Acknowledgement to country

East Gippsland Shire Council acknowledges the Gunaikurnai, Monero and the Bidjil 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.

Council information

East Gippsland Shire Council live streams, records and publishes its meetings via webcasting (youtube.com/c/EastGippyTV) to enhance the accessibility of its meetings to the broader East Gippsland community.

These recordings are also archived and available for viewing by the public or used for publicity or information purposes. At the appropriate times during the meeting, any members of the gallery who are addressing the council will have their image, comments or submissions recorded.

No other person has the right to record Council meetings unless approval has been granted by the Chair.

In line with the *Local Government Act 2020*, Councillors are able to attend Council meetings electronically or in person and the meetings will be open to the public via livestreaming.

Members of the public are invited to view the Council Meeting livestreamed by following the link on Council's website or Facebook page.

Photo supplied by Destination Gippsland

Councillors

Cr Mark Reeves (Mayor)
Cr Arthur Allen (Deputy Mayor)
Cr Sonia Buckley
Cr Tom Crook
Cr Jane Greacen OAM
Cr Trevor Stow
Cr Mendy Urie
Cr Kirsten Van Diggele
Cr John White

Executive Leadership Team

Anthony Basford Chief Executive Officer
Fiona Weigall General Manager Assets and Environment
Peter Cannizzaro General Manager Business Excellence
Stuart McConnell General Manager Place and Community

Purpose of Council meetings

- (1) Council holds scheduled meetings and, when required, unscheduled meetings to conduct the business of Council.
- (2) Council is committed to transparency in decision making and, in accordance with the *Local Government Act 2020*, Council and Delegated Committee meetings are open to the public and the community are able to attend.
- (3) Meetings will only be closed to members of the public, in accordance with section 66 of the Act, if:
 - (a) there are clear reasons for particular matters to remain confidential; or
 - (b) a meeting is required to be closed for security reasons; or
 - (c) it is necessary to enable the meeting to proceed in an ordinary manner.
- (4) A meeting closed to the public for the reasons outlined in sub-rule 3(b) or 3(c) will continue to be livestreamed. In the event a livestream is not available:
 - (a) the meeting may be adjourned; or
 - (b) a recording of the proceedings may be available on the Council website.

Governance Rules

A copy of East Gippsland Shire Council's governance rules can be found at
<https://www.eastgippsland.vic.gov.au/council/council-policies>

Councillors pledge

As Councillors of East Gippsland Shire Council, we solemnly and sincerely declare and affirm that we will consider each item on this agenda in the best interests of the whole municipal community.

Vision

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.

Our 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.

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1 Procedural

1.1 Recognition of Traditional Custodians

East Gippsland Shire Council acknowledges the Gunaikurnai, Monero and the Bidawal 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.

1.2 Apologies

1.3 Declaration of Conflict of Interest

1.4 Confirmation of minutes

That the minutes of the unscheduled Council Meeting held Tuesday 29 November be confirmed.

1.5 Next meeting

The next Council Meeting of Tuesday 7 February 2023 to be held at the Corporate Centre, 273 Main Street Bairnsdale commencing at 6.00 pm.

1.6 Requests for leave of absence

1.7 Open Forum

1.7.1 Petitions

1.7.2 Questions of Council

1.7.3 Public Submissions

1.8 Items to be tabled

In accordance with section 147(4) of the *Local Government Act 2020*, a copy of the Arbiter's decision and statement of reasons on the matter of an Internal Arbitration Process application by Councillors Arthur Allen (representative), Tom Crook, Jane Greacen, Mark Reeves and Mendy Urie concerning Councillor Sonia Buckley is tabled and subsequently recorded in the minutes of the meeting.

Attachments

1. Arbiter Decision and Statement of Reasons [**1.8.0.1** - 3 pages]

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**IN AN INTERNAL ARBITRATION PROCESS FOR EAST GIPPSLAND SHIRE
COUNCIL UNDER SECTION 143 OF THE *LOCAL GOVERNMENT ACT 2020***

LGA IAP REF:	IAP 2022-13
APPLICANTS:	Crs Tom Crook, Mendy Urie, Jane Greacen, Mark Reeves, Arthur Allen (representative)
RESPONDENT:	Cr Sonia Buckley
HEARING:	On the papers
BEFORE:	Arbiter J Silver
DATE OF REASONS:	6 December 2022

Orders

1. The application is dismissed.

APPEARANCES

The hearing was conducted on the papers.

- 2 -

STATEMENT OF REASONS

1. On 24 May 2022, the applicants filed an application with the Principal Councillor Conduct Registrar, alleging that Cr Buckley had engaged in misconduct.
2. On 25 October 2022, the Principal Councillor Conduct Registrar appointed me as arbiter to hear application IAP 2022-13 under sections 144 and 149 of the *Local Government Act 2020* ('the Act'), after an earlier hearing was aborted.
3. The particulars of the allegation, as far as I need to repeat them, are that in a (closed) Council briefing meeting on 19 April 2022, Cr Buckley stated that Councillors were being '*a little bit misled*' about ongoing lease negotiations for Council land.
4. The briefing was verbal alone, with no briefing paper provided beforehand.
5. Because a recording of the alleged misconduct existed, I considered the application in writing (rather than in-person), as permitted under sub-reg 11(3)(a) of the *Local Government (Governance and Integrity) Regulations 2020*.
6. As a matter of ordinary language, a person can be 'misled' by a second person, without that second person intending to mislead. In contrast, if the second person *intended* to mislead, the person led astray has been 'deceived.'
7. Except if context attaches a different meaning to a word (or phrase), words should be given their ordinary meaning.
8. After making the 'misled' statement, Cr Buckley was asked to explain what she meant. She stated that a draft Council lease document had been returned to Council, with annotations. It seems Cr Buckley felt this fact should have been mentioned. But the Mayor, Cr Reeves, interrupted before she could elaborate.
9. Those with a legal or business background would understand that the return of a signed document, but with annotations prepared by one party only, does not lead to a concluded agreement, but is instead considered a counteroffer.

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10. Although I am not ultimately sure why Cr Buckley thought the annotated lease was relevant (as she was interrupted), there is no doubt that the standards in schedule 1 of the *Local Government (Governance and Integrity) Regulations 2020* permit Councillors to offer respectful criticisms in closed briefings.
11. That means Councillors can state that information in briefing material is incorrect, missing, or ‘misleading’, even if the Councillor is misinformed, misguided, or simply wrong.¹ And as suggested, someone can be misled innocently.
12. While Cr Buckley could have been more measured in her statement, which no doubt is a fair observation of many first-term Councillors, I find this application devoid of merit, and I dismiss it accordingly

J A SILVER

ARBITER

¹ In contrast to suggesting that a briefing paper ‘contains lies’, which suggests an element of deception: see IAP 2021-25 (*Clancey and Others & Gibson*)

2 Notices of Motion

2.1 Notice of Rescission - Audit and Risk Committee Appointment

This item will be considered in the Closed Council Meeting at item 7.1.

Under section 66(2) of the *Local Government Act 2020* a meeting considering confidential information may be closed to the public. Pursuant to sections 3(1) and 66(5) of the *Local Government Act 2020*, the information contained in this report is confidential because it contains personal information that would, if released, result in the unreasonable disclosure of information about personal affairs.

3 Deferred Business

4 Councillor and Delegate Reports

5 Officer Reports

5.1 Chief Executive Officer

5.1.1 East Gippsland Shire Council and Maroondah City Council Partner Agreement and Donation of Marveloo by Maroondah City Council

Authorised by Chief Executive Officer

Conflict of Interest

Officers preparing this report have no conflict of interest to declare.

Executive Summary

This report is presented to Council to consider renewing the Partner Agreement (Agreement) with Maroondah City Council (MCC) (Attachment 1) and to consider the offer of a donation of one Marveloo, Australia's first mobile accessible facility.

Council has had an Agreement with MCC since 2015. Local government as a sector regularly collaborate and support to each other through times of adversity and in sharing good practice. Formal arrangements such as the Agreement are not unusual and provide clarity between organisations about the relationships.

Council has, over a long period of time, been upgrading its public toilets to ensure they are accessible and meet the needs of all members of the community. The Marveloo provides an opportunity to provide this service in areas or for events that would not have otherwise had this level of service.

Officer Recommendation

That Council:

- 1. receives and notes this report and all attachments pertaining to this report;***
- 2. supports the renewal of a Partner Agreement between East Gippsland Shire Council and Maroondah City Council;***
- 3. authorises the Mayor and Chief Executive Officer to sign the Partner Agreement;***
- 4. accepts the donation of a Marveloo Mobile Accessible Restroom from Maroondah City Council under the Partner Agreement and in support of the Bushfire Recovery, noting the relocation costs will be borne by East Gippsland Shire Council; and***
- 5. notes the ongoing costs to East Gippsland Shire Council, and community benefits related to moving and placement of the Marveloo at different locations around the Shire.***

Background

Partner Agreement

MCC held an annual strategic weekend at Lakes Entrance in March 2015. As part of the strategic weekend, a joint meeting was held with both Councils to review and discuss the proposed Agreement. The Agreement (**Attachment 1**) was agreed and subsequently signed by the Mayor and Chief Executive Officer (CEO) of each Council. Two points to note are the Agreement:

1. reflects the desire of each party to partner in a range of areas for their mutual benefit and the mutual benefit of the communities they service; and
2. does not create a binding legal relationship between the parties.

The objectives are outlined below.

Both parties will:

1. encourage and support staff professional development exchanges between the organisations that are in the mutual interests of the parties and the individual staff members involved;
2. provide practical resource assistance to each other in times of emergencies;
3. share information, organisational policies, processes, and procedures;
4. confer as appropriate on bilateral advocacy efforts where mutual interests exist; and
5. explore with their respective communities and collaborate on the development of potential joint business, social and/or cultural exchanges.

The Agreement includes clauses relating to review of the Agreement following elections. These reviews have not taken place by either signatory to date, thus it is timely to determine if the Agreement is required and of value to both Councils.

Marveloo

The Marveloo concept was developed by Don Di Giandomenico, MCC's Team Leader Parks.

Don was inspired by his wife Angela to find an easier way for her to assist their daughter Jessica, who has cerebral palsy. So, he undertook extensive work to design and develop the project.

Marveloo is Australia's first mobile accessible toilet facility. It was designed and produced by MCC in response to the needs of people with severe or physical disabilities and their carers. It has additional space to cater for several people at one time as well as assisting with manual handling issues.

Please refer to link [Marveloo - Maroondah City Council](#)

The Marveloo unit would be a donation from MCC to Council in recognition of responses to the 2019-20 bushfires and the Agreement.

Marveloo's features include:

- overhead ceiling hoist;
- height adjustable adult change table;
- a fully accessible toilet;
- curtains for extra privacy;
- access ramp;
- automatic door;
- heating and cooling; and
- an external sun shade.

Marveloo contains all the necessary equipment for use of the facility except for the sling required for the use of the overhead ceiling hoist. Users of the facility are requested to bring their own sling and check that it is compatible with the ceiling hoist provided, prior to use.

The Marveloo meets Australian Standards design for access and mobility and is fully compliant with a range of legislation, including the *Disability Discrimination Act 1992*.

The Marveloo is placed in location by a tray truck with a crane. The Marveloo has its own sewer tank, so would only require water and power connected. It is otherwise fully self-contained.

Council has applied for a grant to build a [changing places toilet](#) at the footbridge toilet block in Lakes Entrance. The Marveloo is essentially a mobile version.

Council's Diversity, Access and Social Inclusion Plan

This report has been prepared and aligned with the following strategic objectives set out in the Diversity, Access and Social Inclusion Plan 2014-2017:

Collaboration and partnership development

Agreed actions and resource sharing across organisations and communities.

Community Engagement, information and education

Assess existing resources for promoting the value of diversity in the community and adapt them to East Gippsland's needs.

Access and services

Improvements in Council and other infrastructure across East Gippsland to increase access for everyone.

It would be appropriate to engage the Disability Advisory Committee about the proposal if Council wish to proceed.

Legislation

As of 1 July 2021, all provisions of the *Local Government Act 2020* commenced. Some provisions of the *Local Government Act 1989*, that have not been repealed, will remain applicable until such time as they are revoked.

This report has been prepared in accordance with *Local Government Act 2020*.

The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights detailed in the Victorian Government's Charter of *Human Rights and Responsibilities Act 2006*.

In preparing this report the Victorian *Gender Equality Act 2020* has been considered. The implications of the report have been assessed and are compliant with the obligations and principles of the *Gender Equality Act 2020*. The need for a Gender Impact Assessment has also been assessed. The implications of this report have been assessed and align with the principles and objects of the *Gender Equality Act 2020*.

Collaborative procurement

Not applicable.

Council Plan

This report has been prepared and aligned with the following strategic objectives set out in the Council Plan 2021-2025:

Strategic Objective 1: 1.1 Council strives to provide equitable access to their services, support and facilities.

Council Policy

Not applicable.

Options

Partner Agreement

- Renew Partner Agreement; or
- Do not renew Partner Agreement.

Advice from the MCC is it is eager to renew the Agreement. Formal agreements like this transcend individuals and ensure a structured approach to partnerships between Councils.

That said, all Councils have very good working relationships and often partner and share knowledge through various collaborative activities. To Council's knowledge, the donation of the Marveloo is the first time the agreement has been utilised since its inception

Marveloo

- Accept donation of Marveloo; or
- Do not accept donation of Marveloo.

Whilst the offer from MCC is generous, the use and maintenance of the Marveloo comes at a cost. Acceptance of Marveloo would support the intent of Council's strategic documents.

Resourcing

Financial

The Marveloo can be located in areas where there is peak visitor demand (i.e. Lakes Entrance over summer). The estimated cost to transport (is somewhat dependent on distance travelled).

For example, transportation of the Marveloo by tilt tray from Bairnsdale to Lakes Entrance and set up on a site is around \$3,000. However, it is dependent upon what utilities are available near the site. A Building Permit would be required for each site, this would also include foundations for anchoring the Marveloo.

Plant and equipment

Not applicable for this report.

Human Resources

Not applicable for this report.

Risk

The risks of this proposal have been considered and are not applicable for this report.

Economic

Not applicable for this report.

Social

Not applicable for this report.

Gender Impact Statement

A gender impact assessment is not applicable for this report.

Environmental

Not applicable for this report.

Climate change

This report has been prepared and aligned with the following Climate Change function/category:

This report is assessed as having no direct impact on climate change.

Engagement

Not applicable for this report.

Attachments

1. Signed Partner Agreement between East Gippsland Shire Council and Maroondah City Council [5.1.1.1 - 3 pages]



**PARTNER AGREEMENT
EAST GIPPSLAND SHIRE COUNCIL
AND
MAROONDAH CITY COUNCIL**

PREAMBLE

East Gippsland Shire Council and Maroondah City Council have agreed to develop and maintain an alliance and enter into a Partner Agreement (*Agreement*).

PARTIES TO THE AGREEMENT

The parties to this Agreement are:

East Gippsland Shire Council, a large rural Council comprised of nine Councillors representing the community of East Gippsland covering an area of 20,930 km². The municipality had a population of 42,826 residents (population density of 2.0 persons per km²) in 2011 and this is expected to grow to a population of 52,457 by 2031. The Shire includes the towns of Benambra, Omeo, Swifts Creek, Bairnsdale, Lakes Entrance, Buchan, Bruthen, Nicholson, Metung, Orbost, Marlo, Bemm River, Cann River, Mallacoota and Paynesville; and

Maroondah City Council, a metropolitan Council comprised of nine Councillors representing the community of Maroondah covering an area of 61.4km². The municipality had a population of 107,323 residents (population density of 1,747.9 persons per km²) in 2011 and this is expected to grow to a population of 129,020 by 2031. The City includes the suburbs of Waranwood, Croydon Hills, Croydon North, Croydon South, Croydon, Ringwood, Ringwood North, Ringwood East, Heathmont and Bayswater North.

PRINCIPLES

The principles that will apply to this Agreement are as follows:

- (1) This Agreement reflects the desire of each party to partner in a range of areas for their mutual benefit and the mutual benefit of the communities they serve.
- (2) This Agreement does not create a binding legal relationship between the parties.

OBJECTIVES

This Agreement outlines the objectives that the parties will jointly pursue.

Both parties will:-

- (1) encourage and support staff professional development exchanges between the organisations that are in the mutual interests of the parties and the individual staff members involved;
- (2) provide practical resource assistance to each other in times of emergencies;
- (3) share information, organisational policies, processes and procedures.
- (4) confer as appropriate on bilateral advocacy efforts where mutual interests exist; and
- (5) explore with their respective communities and collaborate on the development of potential joint business, social and/or cultural exchanges

REVIEW

The Agreement will be reviewed within six months after the holding of local government general elections.

MEETINGS

Meetings supporting this Agreement will occur as follows:-

Council

East Gippsland Shire Council and Maroondah City Council will meet annually to review the progress on issues identified previously, identify strategic opportunities and discuss any new issues of strategic importance relevant to this Agreement. Those meetings will be hosted on a rotational basis.

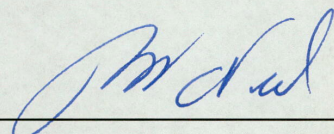
Senior Management

The Chief Executive Officers and/or Directors will meet as required to further the objectives of this Agreement

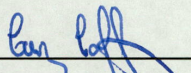
RESOURCING

The organisation hosting each meeting will take primary responsibility for the preparation and circulation of agenda/minutes and will bear any incidental costs (e.g. catering, photocopying, etc.) associated with that meeting.

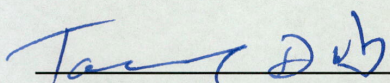
SIGNATORIES



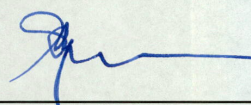
Cr Peter Neal
Mayor
East Gippsland Shire Council



Mr Gary Gaffney
Chief Executive Officer
East Gippsland Shire Council



Cr Tony Dib
Mayor
Maroondah City Council



Mr Steve Kozlowski
Chief Executive Officer
Maroondah City Council

DATE

14 March 2015

5.2 Assets and Environment

5.2.1 CON2023 1487 Bullock Island Masterplan Implementation - Construction

Authorised by General Manager Assets and Environment

Conflict of Interest

Officers preparing this report have no conflict of interest to declare.

Executive Summary

Under section 66(2) of the *Local Government Act 2020* a meeting considering confidential information may be closed to the public. Pursuant to sections 3(1) and 66(5) of the *Local Government Act 2020*, the information contained in **Confidential Attachments 1 and 2** to this report are confidential because they contain private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

Bullock Island is a significant tourism and passive recreation area for Lakes Entrance and the broader community. Recognising this, in 2019, Council agreed to assume responsibility as Committee of Management for the public spaces.

Council worked with key stakeholders to review and update Bullock Island (masterplan) for the entire island, which was adopted by Council on 1 September 2020 (Item 5.1.1), provided as **Attachment 3**.

The revised masterplan allowed Council to attract significant funding from both the Victorian and Australian Governments. With this funding confirmed, officers expanded the masterplan to a detailed concept plan (**Attachment 4**) and tender specification that allowed for implementation of the funded components of the masterplan.

Undertaking the detailed design work to support the delivery of these projects also identified some native vegetation that needed to be protected, which led to some re-design work and some additional vegetation approvals. These added to the length of time this project was in a design phase.

With the necessary approvals now in place, the project has been tendered and once undertaken will deliver:

- additional carparking;
- a shared trail system;
- boardwalks;
- fishing and viewing platforms;
- improved utilities; and
- additional public seating and picnic tables.

The Masterplan implementation has been the recipient of significant Victorian and Australian Government funds. This has seen the implementation of several projects already, including the replacement of the Bullock Island Bridge. CON2023 1487 is the final contract to be awarded to implement the funded components of the Masterplan.

The purpose of this report is to seek Council approval to appoint a contractor for the upgrade of Bullock Island existing assets as mentioned above. The project has been through an advertised public tender process and has been evaluated by a Tender Evaluation Panel (TEP). The TEP Report is provided as **Confidential Attachment 1**.

Given the size of the project, the tender evaluation was also subject to review by an external probity auditor. The Probity Audit is provided as **Confidential Attachment 2**.

Based on the assessment of tenders, Officers now present a recommendation to Council to award the contract.

Officer Recommendation

That Council:

- 1. receives and notes this report and all attachments pertaining to this report;***
- 2. accepts the tender submitted by _____ for CON2023 1487 Bullock Island Masterplan Implementation for the contract amount of \$ _____ exclusive of GST;***
- 3. authorises the Chief Executive Officer to finalise the terms and to sign and seal the contract in the form proposed; and***
- 4. resolves that Confidential Attachments 1 and 2 to the report and all discussions relating to these attachments remain confidential.***

Bullock Island has been identified for redevelopment under several documents, including the Lakes Entrance Urban Design Framework 2007 (UDF) and the Lakes Entrance Foreshore Management Plan 2011 (LEFMP).

In 2015, a Masterplan was developed to guide the upgrade of Bullock Island. This plan was reviewed in 2019 and an Addendum (**Attachment 3**) developed to reflect changes in Crown Land Manager responsibilities and a range of planned changes to parts of the Island. This Addendum was adopted by Council in 2020 after extensive community involvement in the design process.

The Masterplan Addendum has been developed into a Concept design (**Attachment 4**) and tender specifications.

The vision for Bullock Island is to achieve a high quality, integrated design that takes advantage of the unique qualities of the site, expands the range of facilities and opportunities available in Lakes Entrance and supports the visitor economy. The development will preserve the public's ability to access and use the Island for passive recreation and other activities.

The uses proposed for the site will improve the range of facilities and services available in the Lakes Entrance district and so widen the appeal of the Gippsland Lakes within the local and regional tourism market. Development takes account of existing activities on Bullock Island and locate sensitive uses where they will not be affected adversely by the ongoing operations of marine servicing and processing facilities.

The Masterplan implementation has now obtained funding and all necessary approvals and is ready to proceed to construction.

The project has been packaged into one tender CON2023 1487 that comprises of:

- construction of carparks with 158-180 parking bays;
- the installation of;
 - a shared trail system (footpaths and bicycle tracks up to 3m wide) connecting activities within the recreational areas, and;
 - a boardwalk connecting shared paths and the trail system.
- the installation of seating and picnic facilities (BBQs, shade areas);
- the construction of fishing areas/platforms;
- the installation of drainage, signage, and bollards throughout the activity area;
- installation and upgrading of telecommunication, power, sewerage, water services where required;
- installation of art throughout;
- upgrading of the existing Bullock Island Road;
- removal of existing infrastructure (signage, car parking areas etc.,) and ground levelling where required; and
- removal of vegetation and rehabilitation of vegetated areas and landscaping where required.

It is proposed that a tender be awarded for these works so that construction can commence in late summer (2022) thereby avoiding the peak tourism season, but also allowing the project to meet all necessary funding milestones.

Legislation

As of 1 July 2021, all provisions of the *Local Government Act 2020* commenced. Some provisions of the *Local Government Act 1989*, that have not been repealed, will remain applicable until such time as they are revoked.

Under section 66(2) of the *Local Government Act 2020* a meeting considering confidential information may be closed to the public. Pursuant to sections 3(1) and 66(5) of the *Local Government Act 2020*, the information contained in **Confidential Attachments 1 and 2** to this report are confidential because they contain private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights detailed in the *Victorian Government's Charter of Human Rights and Responsibilities Act 2006*.

In preparing this report the *Victorian Gender Equality Act 2020* has been considered and the need for a Gender Impact Assessment has also been assessed.

Collaborative Procurement

Given the contractual nature of this report, this report has not been prepared in collaboration with another local government or agency. The project is however funded through collaboration with both the Victorian and Australian Governments.

Council Plan

This report has been prepared and aligned with the following strategic objectives set out in the Council Plan 2021-2025:

Strategic Objective 2: 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.

Council Policy

Procurement has been undertaken in accordance with Council's Procurement Policy.

The project will also enact several plans for Bullock Island including the Masterplan Addendum adopted by Council in 2020.

Options

When developing the specifications for the Masterplan Implementation a design option was considered and decided to be the most effective method given the nature of works. This report considers the awarding of the construct package which has been determined with specifications developed during the design phase.

The tender process used for this project has seen multiple contractors bid for the works. The Tender Evaluation Panel evaluated these options to arrive at a preferred tenderer recommendation as outlined in **Confidential Attachment 1**. A Probity Review Report is provided at **Confidential Attachment 2**.

Council has the option of either awarding or not awarding the contract.

Resourcing

Financial

The project is funded by all three levels of Government, with budget phased over the 2021-22-23 fiscal years.

The Masterplan implementation has been the recipient of significant Victorian and Australian Government funds. This has seen the implementation of several projects already, including the replacement of the Bullock Island Bridge. CON2023 1487 is the final contract to be awarded to implement the funded components of the Masterplan.

Details of the budget are outlined in more detail in **Confidential Attachment 1**.

Plant and equipment

Plant and equipment are to be supplied as a condition in the contract by the successful contract in the entirety.

Human Resources

This project will be supervised by a Project Supervisor from Council's Assets and Projects unit. No additional human resources are required to manage this project.

Risk

The risks of this proposal have been considered and tenderers were requested to develop a construction method that minimises risks identified in relation to property access, traffic management, vibration, dust, and other key issues associated with the works.

Economic

The tender evaluation process used for this tender included a 5% weighting for local content, with preference given to contractors who employ locally and purchase goods and any subcontracted services locally.

Bullock Island is an important site for both Lakes Entrance and the broader Gippsland Lakes region. It is the major site for unloading the region's professional fishing catch, for managing much of the area's port functions and is also home to a significant research and training facility. The island is also a popular destination for recreational fishers.

The upgrade of Bullock Island outlined in this tender is driven by objectives of;

- enhancing the visitor experience;
- maximising visitation; and
- contributing to the visitor economy of Lakes Entrance and the broader region.

Social

The upgrade of Bullock Island has long been a priority of the Lakes Entrance community. These improvements will provide passive recreation improvements to the island that will enhance its use and enjoyment by the local community. Direct benefits include:

- improved road safety;
- new pedestrian access pathways;
- improved seating and picnic areas; and
- enhanced parking areas.

Gender Impact Statement

The Masterplan Implementation has considered the *Gender Equality Act 2020* in its preparation but is not relevant to its content. The Masterplan Implementation has been assessed as not requiring a Gender Impact Assessment (GIA).

Environmental

The primary purpose of the Bullock Island Concept Master Plan (concept master plan) was to create a realistic plan and structured approach to the future development of Bullock Island to improve and enhance the amenity of the island in accordance to the community wishes and values.

The Concept Master Plan for Bullock Island demonstrates a sympathetic and considered approach to developing the Island. The built environment in Lakes Entrance would benefit from the development of Bullock Island into the Masterplan vision, it will enable a wide variety of uses while capitalising on the existing high value assets in the Island. It promotes both passive and active recreation and separates the non-compatible uses in a sympathetic and appropriate way.

Replacing the existing road surface with the upgraded car parking and entrance road works will decrease sediment going into the drainage system and have a positive environmental impact.

Clear wayfinding with new pedestrian pathways will allow existing flora to remain untouched.

The project development required stringent assessment of native vegetation and redesign of elements of the plan to avoid threatened native species.

Climate change

This report has been prepared and aligned with the following Climate Change function/category:

Asset Management: Climate change is considered in the design and maintenance of assets and includes responses to direct and indirect impacts.

Engagement

The Bullock Island Masterplan went through an extensive consultation process prior to adoption by Council on 4 August 2015. A Project Reference Group comprising of the major stakeholder interests of the Island was created to guide the development of the plan and broader community engagement and consultation was also built into the plan's preparation process.

In 2019, recognising that many things have changed since the adoption of the original masterplan included the transfer of management of a large portion of the island to East Gippsland Shire Council in late 2019; the advancement of plans and funding for a Fish Café by Lakes Entrance Fishing Limited (LEFL); the growth of fishing and crabbing on the island; planned extension of Reeves Jetty by Gippsland Ports; the identified need to replace the Bullock Island Bridge; there was a need to refresh the plan.

This plan refreshment involved the development of an Addendum to the original plan and was led by Council and with significant reference group input. The reference group comprised representatives from the local community (including Lakes Entrance Action and Development Association (LEADA)), Lakes Entrance Fishing Limited (LEFL), Gippsland Ports, TAFE Gippsland, Regional Development Victoria, Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC), Destination Gippsland, Department of Environment, Land, Water and Planning, local Members of Parliament, and Council.

As part of drafting this refresh tourism operators, visitors, fishing industry representatives, community members and reference group representatives were engaged for their input and the public were invited to provide comment on the plan.

Under the guidance of the Reference Group, the Masterplan Addendum has been turned into a detailed concept plan which has in turn informed the detailed design for this tender.

Regular project updates have also been provided to the Community via our online engagement platform YourSay, and through attendance at LEADA meetings.

The Project Supervisor for the works will be responsible for providing initial advice to the Lakes Entrance community regarding the construction works, location and expected date. As part of the construction methodology, the Project Supervisor will be responsible for ongoing communication with affected residents and businesses in terms of property access during the works.

Attachments

1. CONFIDENTIAL - CON2023 1487 - Tender Evaluation Report [**5.2.1.1** - 6 pages]
2. CONFIDENTIAL - CON2023 1487 - Probity Review Report [**5.2.1.2** - 2 pages]
3. Addendum to Concept Master Plan - Bullock Island 2020 [**5.2.1.3** - 3 pages]
4. Concept Design - Bullock Island - September 2021 [**5.2.1.4** - 44 pages]





PASSIVE RECREATION AREA

The passive recreation area includes:

- Easy access from mainland by pedestrians and cyclists
- Seating, shade and bbq facilities
- Shared trail connects precinct to the wider activities within the island

BULLOCK ISLAND PARKLAND

The parkland includes:

- Passive recreation in a mostly natural setting
- Artful interpretive elements
- Connections to board walk areas
- Fishing areas
- Seating and bbqs

PASSIVE RECREATION AREAS

The recreation areas include:

- Board walk edge connecting the shared path and trail system
- Informal open space area with opportunities for seating, shade and bbqs
- Car park facilities
- Fishing areas and platforms
- Interpretive signage

Addendum to Concept Master Plan

Bullock Island, Lakes Entrance

Date Issued: 13/09/2020
SMEC Project Reference: 30041443L
Drawn by: BN | Checked by: SOC



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Urban Design
Landscape Architecture
Town Planning



What is the Addendum and why is it required?

In 2015 a Master Plan to guide the development of Bullock Island, was adopted. This plan was jointly developed by East Gippsland Shire Council, Gippsland Ports and the Department of Environment, Land, Water and Planning (DELWP). The plan was very extensive and involved significant consultation with other landowners, users of the island and the broader community.

It has now been five years since the Master Plan was prepared and adopted. In this time many things have changed included the transfer of management of a large portion of the island to East Gippsland Shire Council in late 2019; the advancement of plans and funding for a Fish Café by Lakes Entrance Fishing Limited (LEFL); the growth of fishing and crabbing on the island; planned extension of Reeves Jetty by Gippsland Ports; the identified need to replace the Bullock Island Bridge; and the recently announced funds for other improvements to Bullock Island by both the Victorian and Australian governments.

Based on these changes, there was a need to update the Master Plan to reflect both current and future planned works; and to provide more detailed planning around some of the public areas of the island – to guide the investment into these upgrades. Council took the lead in the review of the Master Plan and formed a reference group to jointly work on the review. This reference group comprises representatives from the local community (including Lakes Entrance Action and Development Association), Lakes Entrance Fishing Limited, Gippsland Ports, TAFE Gippsland, Regional Development Victoria, Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC), Destination Gippsland, Department of Environment, Land, Water and Planning, local Members of Parliament and Council.

The reference group recognised that much of the original Master Plan was still sound and it needed updating rather than replacing. Therefore, the need

for an Addendum to the plan was developed rather than wholesale revision of the original Master Plan.

Vision for Bullock Island

This Addendum confirms that the vision for Bullock Island and any upgrade to the island should be to:

- Enhance the visitor experience
- Maximise visitation, and
- Contribute to the visitor economy of Lakes Entrance and the broader region.

Changes from the original Master Plan

The changes proposed as part of this Addendum, that differ from the originally adopted Master Plan are as follows:

- The Passive Recreation Area to the north-east corner of the island, has increased carparking capacity from 10 to 20 carparks, including 2 accessible carparks.
- The entrance from Bullock Island Road supports a shared path network, providing connectivity to Lakes Entrance and the recently upgraded pathways along the Esplanade.
- Carparking nearest LEFL (formally LEFCOL) and Gippsland TAFE/Seamac (Formerly Advance TAFE) has been removed.
- An upgraded landing and new Fish Café have been identified on the water frontages of the LEFL managed area.
- The need for movement and access to separate the commercial and recreational activities has been revised due to service location constraints and the new LEFL Fish Café and upgraded landing providing a destination for visitors. Bullock Island Road now continues clockwise, providing access along the south to the west, removing the requirement for the emergency vehicle access. The northern loop road has been discontinued due to the service constraints and substituted for

- a shared use path for cyclists and pedestrians.
- 2 coach spaces are included on Bullock Island Road nearest the central carpark, south of the Gippsland Ports Works Depot. The upgrade to this area also includes an ablation block.
- The upgraded Reeves Landing has been amended and the associated carpark has increased capacity from 20 to 26 carparks, including 2 accessible carparks.
- Carparking west of Gippsland Ports Works Depot and Boat Yard Extension, has decreased capacity from 34 to 28 carparks, including 4 accessible carparks. This carpark also includes a second ablation block. The carpark provides a turn-around area for vehicles and coaches and allows port maintenance vehicles to access the existing jetty from a single road access.
- The berthing jetty has been removed in the north-west and notated as Future Marine Berthing Area in line with Gippsland Ports aspiration for additional vessel moorings in the long term for Lakes Entrance.
- The promenade and boardwalk areas have been refined to reduce areas of deck and provide a shared user path to the edge of the island. The deck areas to the western and southern tips of the island have been rationalised.
- The Bullock Island Parkland has been revised to provide a focus towards the islands natural setting with views towards the water. As such the heavily programmed design of the shelter, kiosk, playground and kick-about lawn areas have been removed to retain existing vegetation and the barbecue and picnic settings have been located nearer to the water's edge. The path network has been rationalised, providing organic forms to allow for the retention and protection of existing native vegetation.

The intention of the updated Master Plan remains to develop a passive recreational area for public use by Lakes Entrance locals and visitors alike. The development will be sensitively undertaken befitting the Ramsar listed Gippsland Lakes, entrance to Bass Strait, and scenic surroundings.

Amenities to be provided in the Plan include:

- Fishing platforms and boardwalks
- Picnic and barbecue facilities, including facilities for cooking freshly caught crabs and fish
- Walkways for use by both pedestrians and cyclists
- Two ablation facilities
- Artful interpretation of a parkland area in a natural setting reflecting the Island's heritage and environment
- Parking and access roads
- Interpretive elements

Whilst not shown spatially in the Addendum, there is also a need to upgrade the seawalls that surround much of Bullock Island. The maintenance and replacement of the seawalls remains the responsibility of DELWP and will be incrementally addressed over time.

How has this Addendum been developed?

In 2014 and 2015 the original Bullock Island Master Plan went through an extensive consultation process prior to adoption. This community input has been honoured as much as possible, with much of the input still reflected in the Addendum. As part of drafting this Addendum a range of discussions have been held with tourism operators, visitors, fishing industry representatives, community members and reference group representatives.

Implementing the Addendum

Approximately \$9 million is currently committed to the projects shown in the Addendum to the Master Plan. These projects will be implemented over the next two years. The Addendum will also be used to seek additional funds to implement the remainder of the Master Plan Addendum.

BULLOCK ISLAND RECREATIONAL AREA

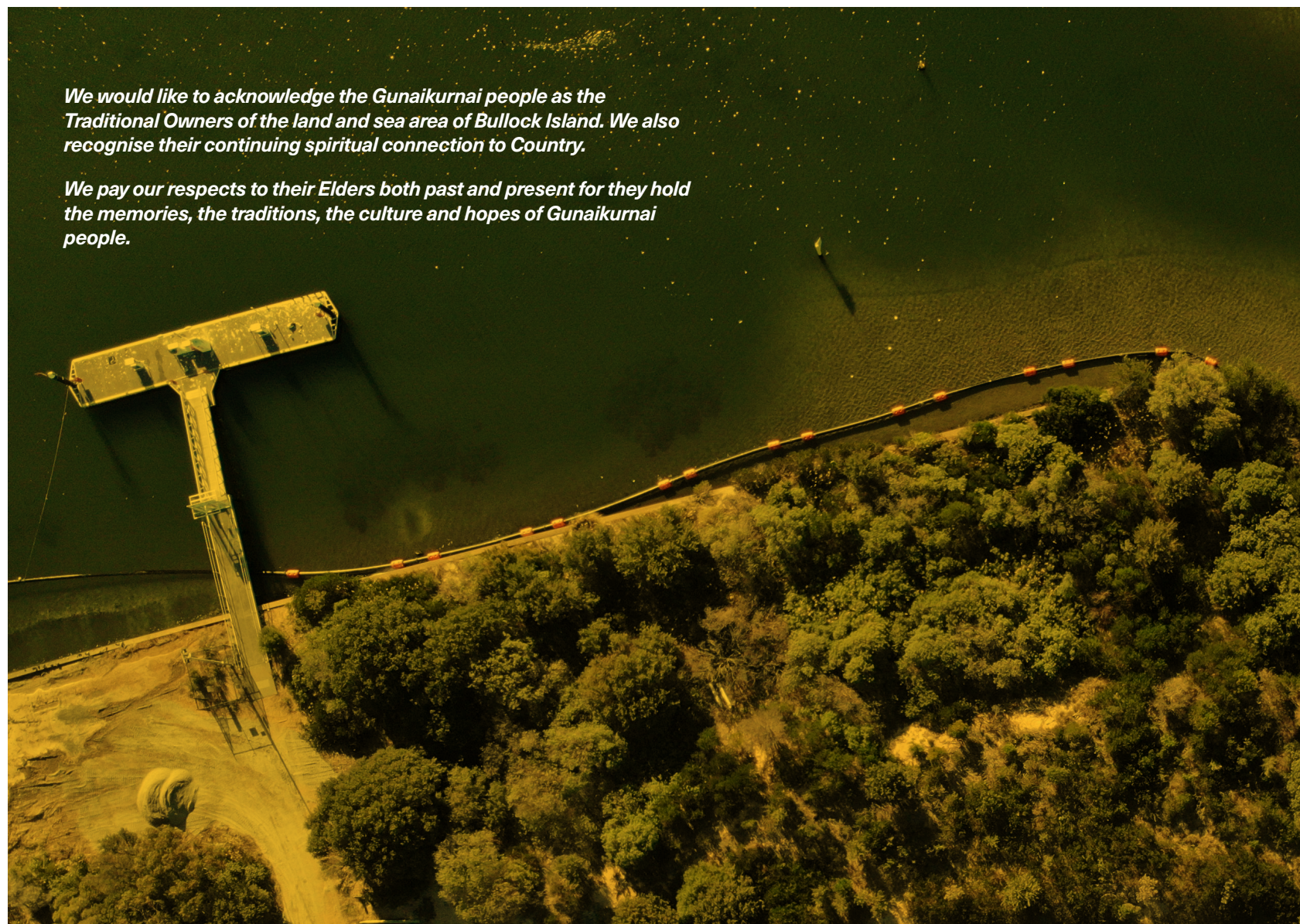
LANDSCAPE ARCHITECTURAL SCHEMATIC DESIGN

EAST GIPPSLAND SHIRE COUNCIL
SEPTEMBER 22 2021
DRAFT

STATUS	DRAFT
ISSUE	A
DATE	22.09.2021
PREPARED BY	TR
APPROVED BY	MM

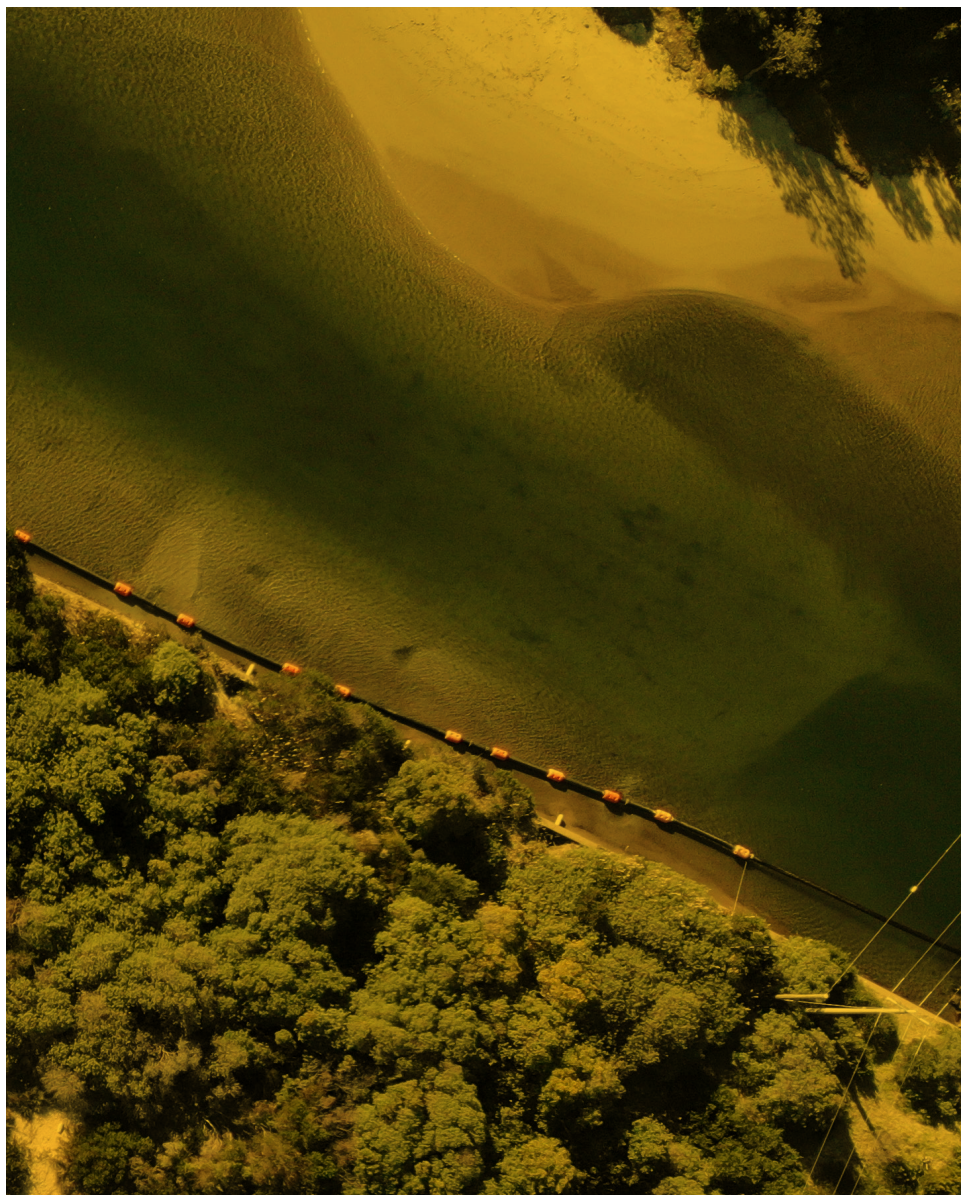


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We would like to acknowledge the Gunaikurnai people as the Traditional Owners of the land and sea area of Bullock Island. We also recognise their continuing spiritual connection to Country.

We pay our respects to their Elders both past and present for they hold the memories, the traditions, the culture and hopes of Gunaikurnai people.



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Section 1

Design Statement & Site Analysis





Section 1 – Design Statement & Site Analysis

6

1.1 Design Statement

The Bullock Island Recreation Area project, provides the opportunity to connect its three distinct precincts with new public infrastructure, amplifying the user experience and journeys through its unique natural setting whilst elevating the access and connection with its maritime operations.

Bullock Island is a strikingly unique destination within the Gippsland Lakes region.

First and foremost, it is understood to be largely 'artificially' created, an island of sand, formed through the spoils of a century of dredging operations that have maintained an operational boating channel and the lake's entry to the ocean.

However as a visitor, you'd be hard pressed to understand it as anything but a naturally occurring landscape. Over the decades, a substantial ecosystem has established across Bullock Island, with indigenous plant communities enveloping major areas of the island, including mature Banksia and Melaleuca trees. Ecological surveys have identified the presence of significant vegetation and habitat, particularly across the northern areas of the island.

The Island's primary purpose endures today, being the site of 'heavy' maritime and boating operations that service the broader Lakes region. Throughout its history Bullock Island has played a key role in the management of the lakes system, hosting dredging operations, as well as commercial fishing facilities, boat maintenance, maritime education and oil and gas industry operations. In its present condition, the island's eastern and southern boundaries are designated for commercial or Gippsland Ports Authority uses,

In this holds the key to the Island's unique identity, it is a tale of three distinct characters that emerge as you enter and move across the Island. The first, a working maritime precinct greeting visitors as they cross the bridge from Lakes Entrance, the second, a public waterfront visually connecting to the entry to the south east of the island, providing promenading and fishing opportunities, and the third, an immersive nature

based experience across the northern precinct of the island. At present these three identities co-exist but they are currently quite disconnected and experienced, ad-hoc.

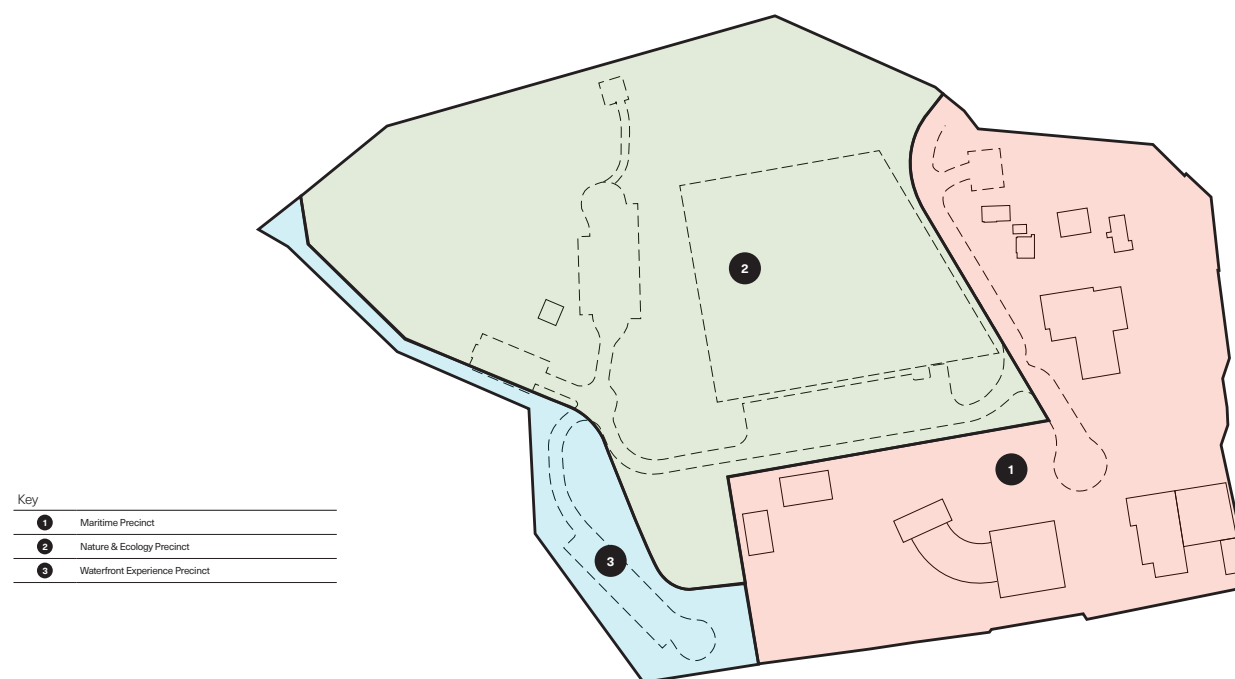
The Bullock Island Recreation Area project, provides the opportunity to connect these three distinct precincts installing new public infrastructure, and strengthening the unique character of each precinct to enrich the experience of the whole. This is the key to creating a strong identity and sense of place for Bullock Island; amplifying the user experience and journeys through its unique natural setting whilst elevating the access and connection with its maritime operations. To immerse visitors within its dense coastal vegetation, to promenade along its diverse waterway edges and to have authentic interactions with working ports, fishing and other maritime operations. To have an enriched experience of the many parts that form Bullock Island.

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Section 1 – Design Statement & Site Analysis

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Three Distinct Precincts

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Section 1 – Design Statement & Site Analysis

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Precinct Spines & Nodes



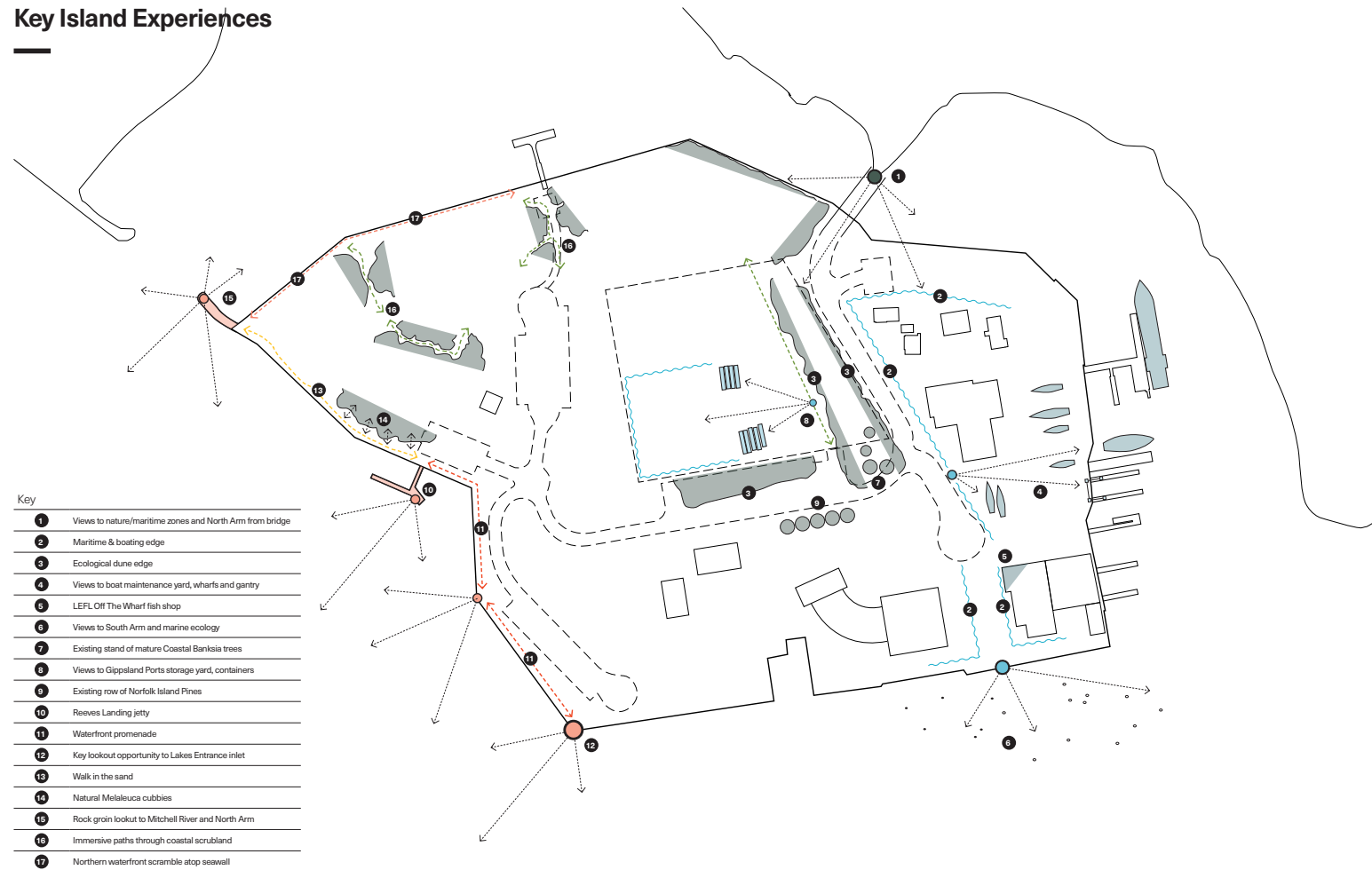
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Section 1 – Design Statement & Site Analysis

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Key Island Experiences



BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 1 – Design Statement & Site Analysis

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1.2 Site Analysis

1.1.1 Context

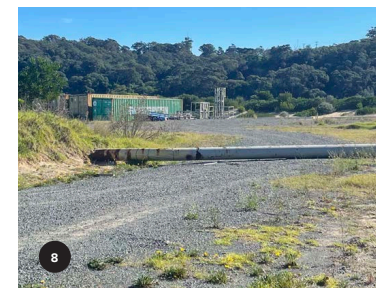
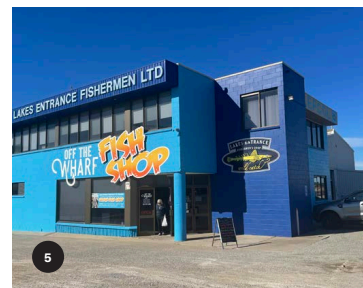
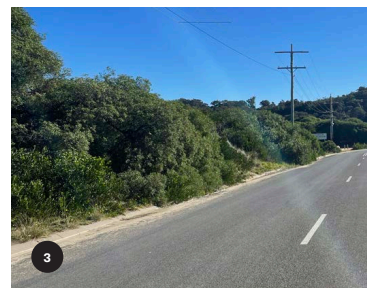
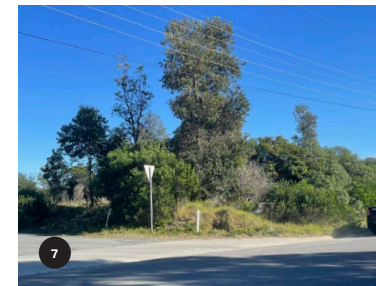
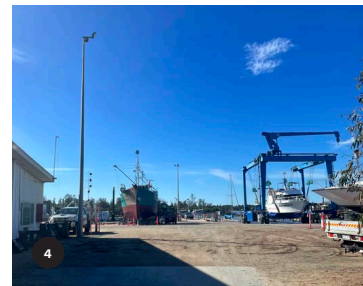
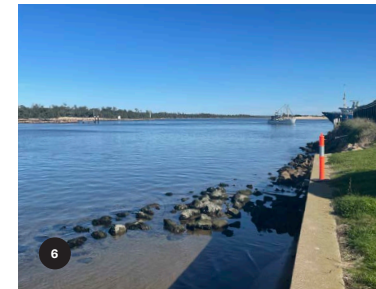
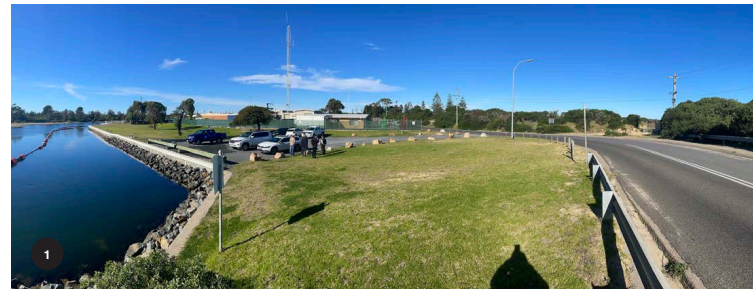
The Island offers a range of diverse landscape spaces and experiences for visitors.

Along its northern waterfront edge, the Island engages with the quieter and calmer tributary of the lake's North Arm, whilst its western edge interfaces with the faster flowing main channel of the Mitchell River. Its southern perimeter embraces views across to the dunal landscapes that separate the lakes from the ocean beaches beyond. To the south-west corner the Island has somewhat of a special, 'crescendo' moment where it gives direct views out to sea, through the ocean entry. This is a renowned destination for viewing dolphins, seals and the great spectacle of the dredging ship, the Tommy Norton.

The experience of the island is about strong contrasts. The northern and central precincts of the island are enveloped by regenerated coastal vegetation systems while the western and southern precincts host a range of operational maritime activities. Crossing the bridge onto the island immediately reveals a convergence of these distinct landscape characters, with Bullock Island Road flanked on one side with coastal vegetation that spills over its western edge, while the heavily fenced marine activities to the east offer occasional glimpses to boating activities and the waterfront beyond. A large area within the center of the island is employed for storage of Ports Authority equipment and materials. The large and brightly coloured channel markers and buoys, steel pipes, wharf timbers and shipping containers are striking sitting with the backdrop of sand dunes and coastal vegetation.

Arrival on the island is picturesque yet a little confusing. There is no welcome signage or information provided for visitors; you might be forgiven for assuming it to be a private site, given the heavily fenced maritime facilities. The small park at the island's north-east corner offers an opportunity to prop and take a short walk along the water's edge but houses limited amenity or any further information for visitors.

At the southern end of Bullock Island Road, the LEFL Fish Shop provides a small destination for visitors, albeit in a slightly haphazard setting. It is noted that a series of proposed upgrades to this zone already underway and the proposed Fish Cafe on the wharf will go some way to improving access for visitors into this area of the Island. Currently, the Fish Shop provides the only opportunity for visitors to interact with and experience elements of the fishing operations and as such, is a valuable tourism asset for Bullock Island.



BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 1 – Design Statement & Site Analysis

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1.3 Site Analysis

1.2.1 Context

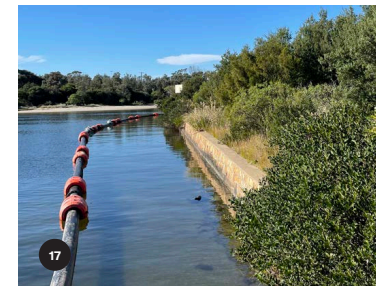
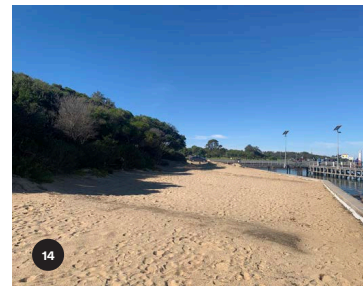
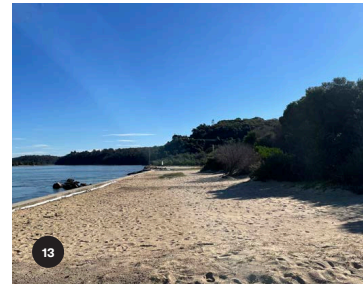
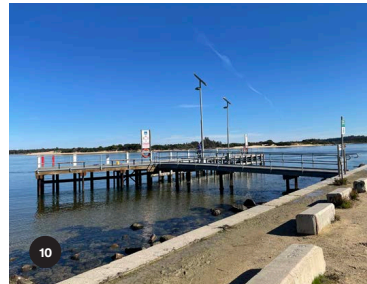
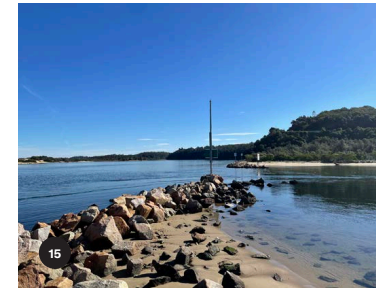
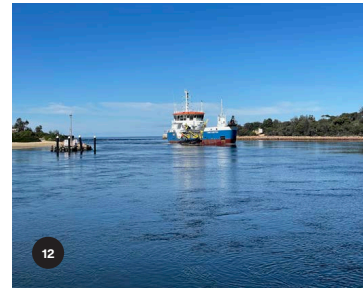
The western edge of the island provides the most accessible stretch of waterfront for the public to enjoy. Existing car parking areas at the southern corner facing toward the entry and at Reeve Landing are popular locations for people to sit and take in views to the waterways. Seals and dolphins are frequently sighted in these locations, as well as large and small watercraft braving the infamous, challenging conditions of the entry and the channel.

The Reeve Landing wharf is a popular fishing and crabbing destination for locals. Additionally, the rock groin to the north-west corner of the Island is a sought out location for anglers.

North of Reeve Landing, the waterfront edge is mostly a sand beach behind the seawall, with established Melaleuca trees set back a few meters from the waters edge. Walking across the sand toward the northern stretch of the island is an enjoyable experience and the trees provide immersive spaces for children to explore.

The northern edge of the island is challenging to access at present, with dense vegetation growing right up to the seawall. However there are a number of opportunities to scramble around and through the vegetation following tracks and trails that meander through the northern precinct. These provide an immersive experience of the natural landscape and have the potential to be slightly more formalised.

Heading eastward along the northern edge there are areas that are less desirable for public interaction. This includes the re-fueling jetty and sensitive ecological areas.



BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 2

Schematic Design

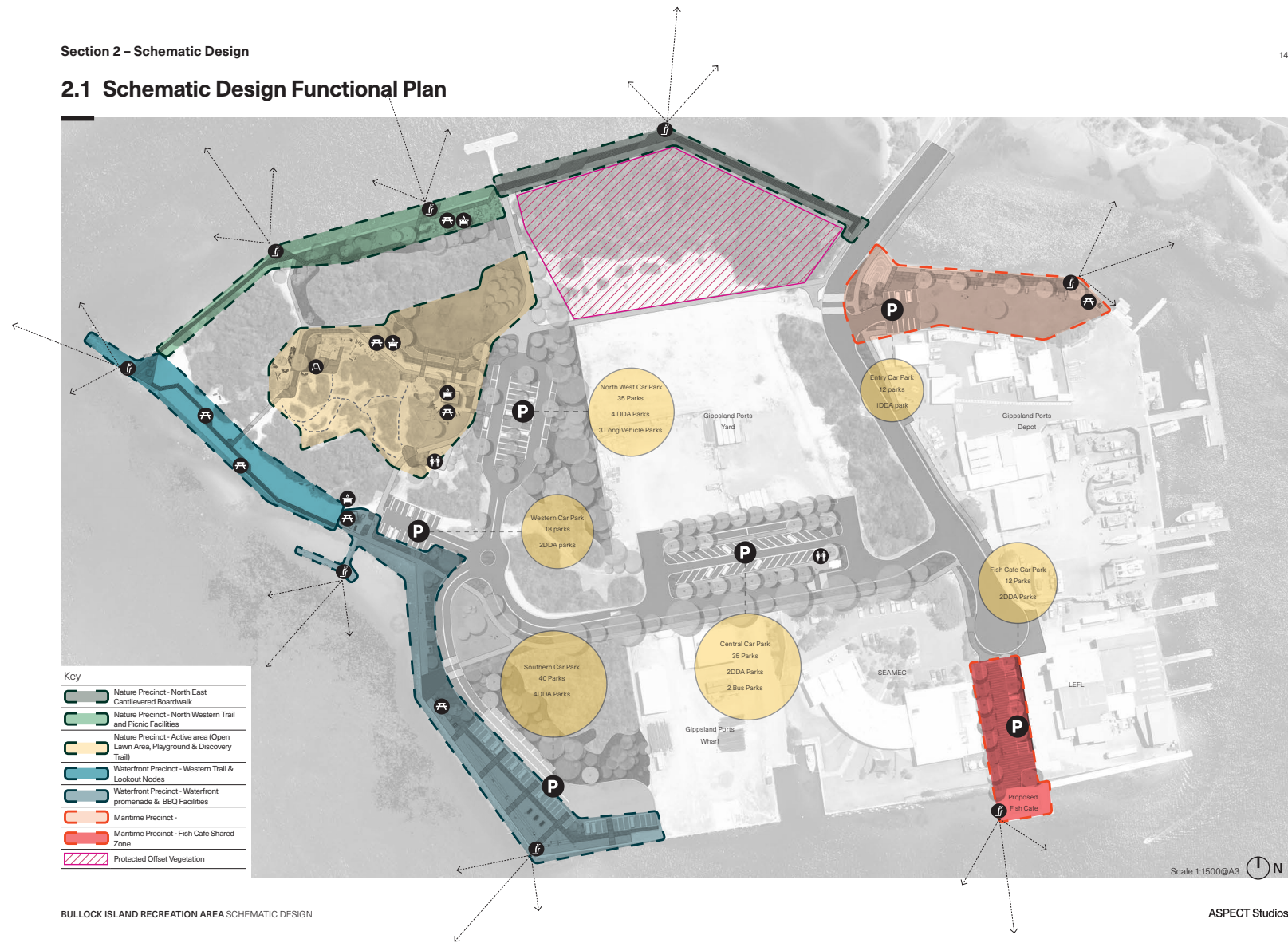




Section 2 – Schematic Design

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2.1 Schematic Design Functional Plan



Section 2 – Schematic Design

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2.2 Proposed Circulation & Path Hierarchy



BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 2 – Schematic Design

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2.3 Schematic Design Plan



BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

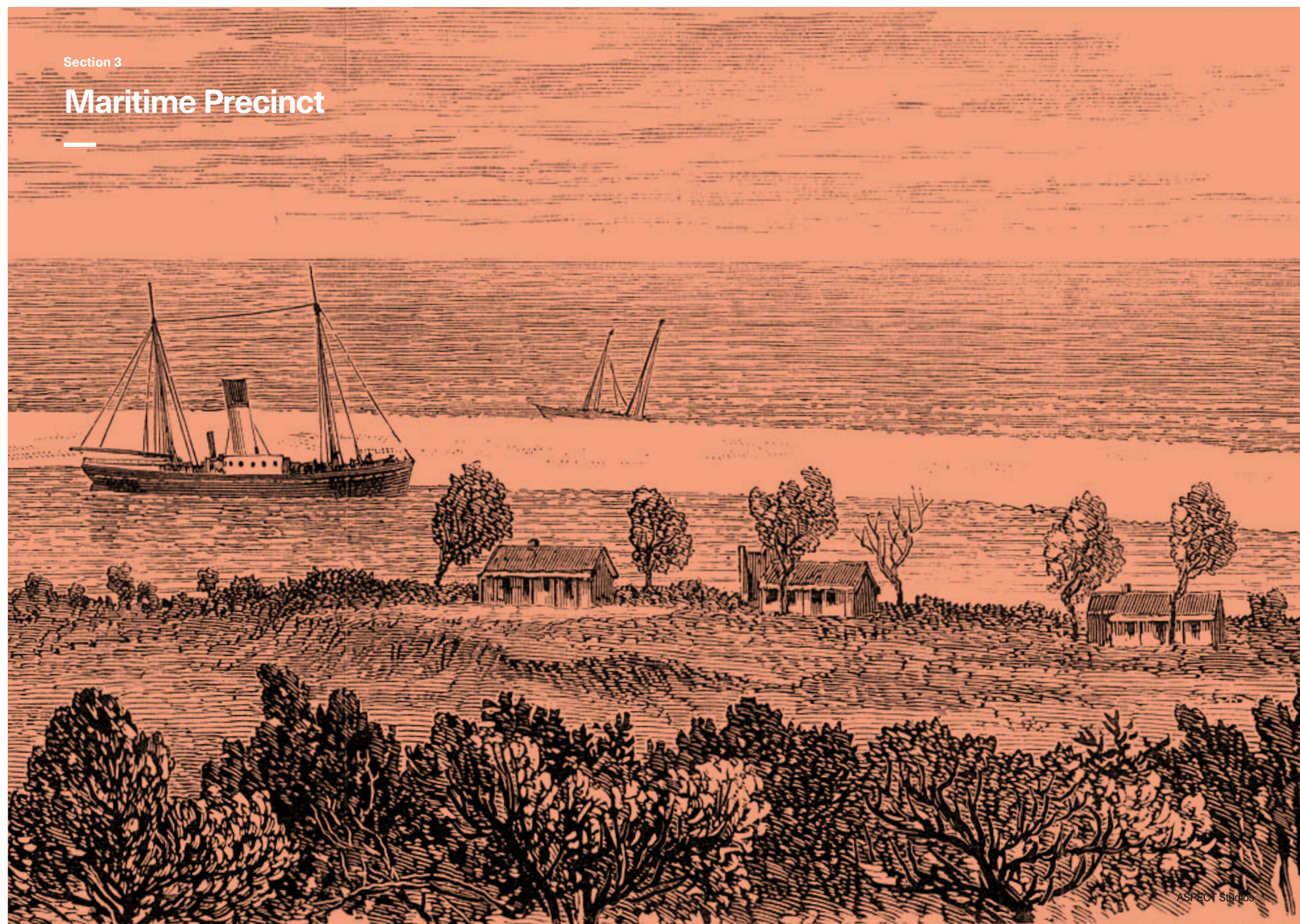
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Section 2 – Schematic Design

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BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 3 – Maritime Precinct

Key Opportunities - Maritime Precinct

3.3.1 Context

The contrasting of the island's natural landscapes with its authentic, 'working' maritime operations are key to Bullock Island's unique identity.

There are distinct opportunities to strengthen and amplify the character of the Maritime Precinct. At present, visual and physical access to maritime facilities is very limited. A journey along Bullock Island Road provides only discreet, glimpse views to fascinating scenes of the working waterfront; boat maintenance, loading and unloading of vessels, dry docks, wharfs and an array of watercraft. Most of this is concealed from public view, but, being cognisant of public safety and privacy issues to be managed, a stronger visitor experience and sense of connection with Bullock Island's maritime activities would be a big drawcard for visitors.

In addition to experiencing the authentic 'working' island, their is an opportunity to reveal the rich and layered history of the site and the surrounding waterways to the public. The display of large scale maritime elements within the public realm, the creation of nodes that incorporate interpretive signage revealing stories of boating and fishing operations, present and past, and potentially, Indigenous stories of watercraft and the Gunai Kurnai people's relationship with the lakes (subject to engagement with the Traditional Custodians) would allow visitors to be immersed in the Island's compelling history.

Key Recommendations:

- **Arrival Experience**

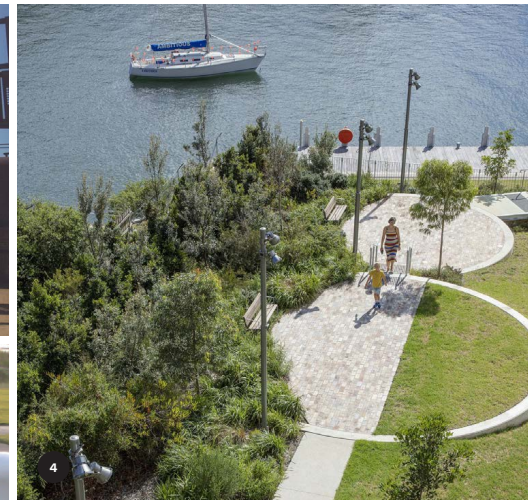
Introduction of a new gateway or landmark installation within the entry park/bridge siding - this may take the form of an artwork, a large scale signage/maritime element or even a more useable sculptural landscape earthwork/terracing of levels to form a small amphitheatre.

- **Maritime Node / Orientation Point**

Creation of a maritime themed node in the small entry park to provide an exciting first experience of the island's history, as well as a point of orientation to consider onward journeys within the island.

- **Maritime Spine**

Strengthening of the character of the Maritime Precinct focusing on its frontage to Bullock Island Road, installation of an avenue of large scale marine elements such as Buoys, potential opening-up of strategic views into the maritime operations, incorporation of branding, historic imagery, interpretive signage along blank fencing/screening and facades to enliven the roadway and strengthen the precincts identity. The proposed works by LEFL and creation of the new Fish Cafe should be reviewed to ensure integration with this narrative.



BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 3 – Maritime Precinct

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Key Opportunities - Maritime Precinct

Key

1	Opportunity for new gateway element (artwork/signage)
2	New open space node with maritime & boating narrative
3	Consider improvements to perimeter of working ports
4	Create a lookout opportunity to North Arm and wharves
5	Create / strengthen views to working port activities
6	Establish accessible shared path along Maritime Spine
7	Consider the use of large buoys to strengthen identity
8	Opportunity for shared zone linking to new LEFL Fish Cafe
9	Proposed LEFL Fish Cafe and boardwalk by others
10	Existing stand of Cypress trees to be retained
11	Existing She-oaks to be retained, potential to extend to water
12	Existing Norfolk Island pines to be retained



BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 3 – Maritime Precinct

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3.1 Maritime Precinct Schematic Design Plan - North Eastern Outlook



Scale 1:500@A3

1	Gateway Element - Interpretive Landform & Art	3	Buzy Display	5	Multifunctional Concrete Seating & Interpretive Elements	7	Lookout Node with Information Signage
2	Entry Node - Information Signage	4	Timber Board Walk	6	Colourful Fiber Reinforced Plastic Seats	8	Picnic Tables

BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 3 – Maritime Precinct

3.2 Maritime Precinct Schematic Design Plan - Fish Cafe



1	Shared Zone with Interpretive Linemarking	3	Colourful Fiber Reinforced Plastic Seats/Interpretive elements
2	Proposed Garden Beds and Trees	4	Timber Seats

BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 3 – Maritime Precinct

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3.3 Maritime Precinct Section

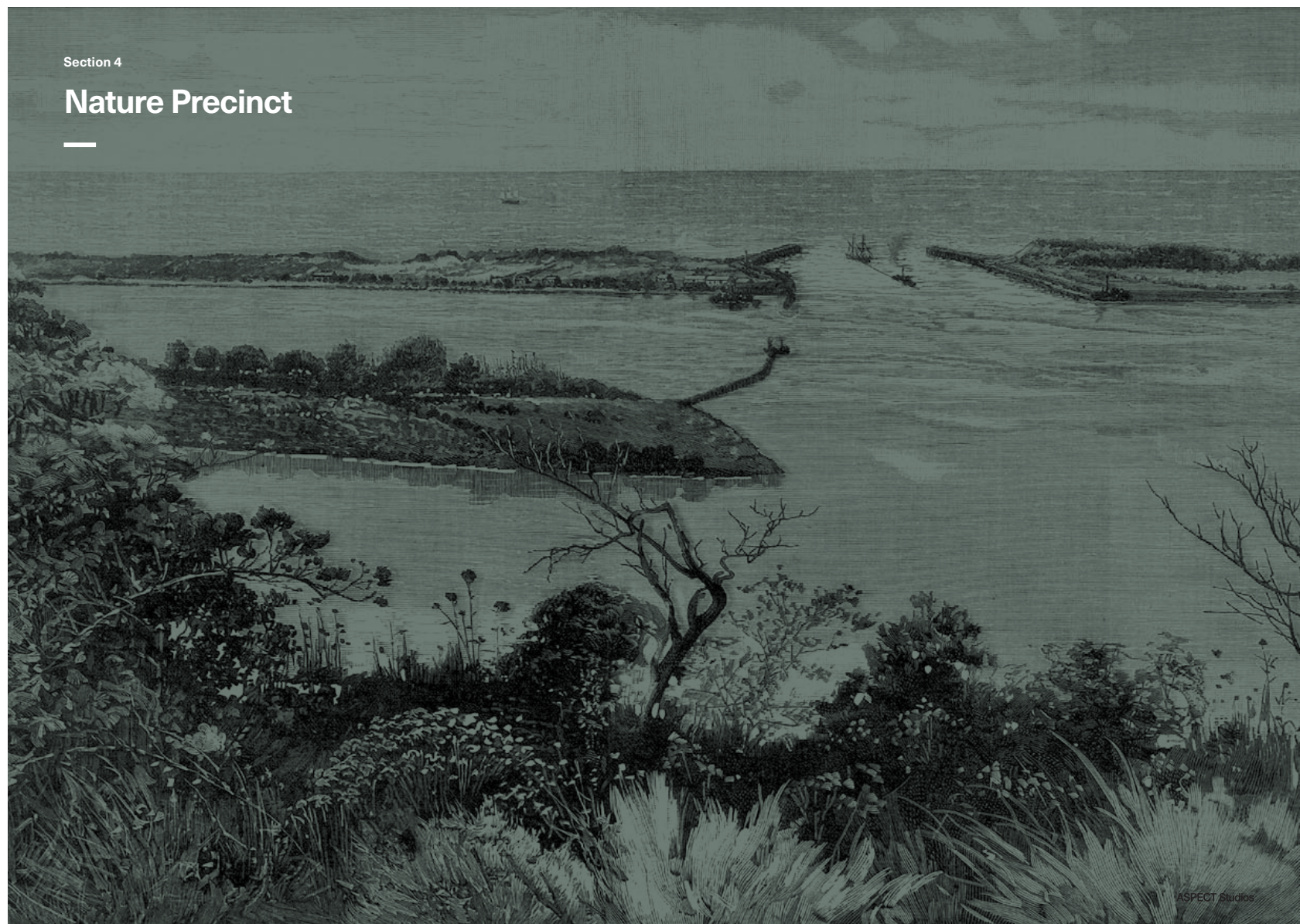


Section A

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BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Key Opportunities - Nature Precinct

4.3.1 Context

Turning the corner from the Maritime Precinct and entering into the proposed Nature Precinct should be a moment where visitors experience a distinct change in the landscape. In the Maritime Spine, the 'working' island is on active display, but in this next stretch of Bullock Island Road it should be recessive behind a foreground of nature. Opportunities should be sought to strengthen coastal plantings along the road boundaries to screen port operations, however, carefully curated views to the stored marine elements to the north and the waterfront edge to the south will add to the authentic experience of the island.

As identified in the Shire's masterplan, the Nature Precinct presents a great opportunity to form a visitor destination and parkland in the centre of the island. Framed on all sides by existing coastal vegetation, this space will provide an opportunity for visitors to be immersed in the island's natural setting. The scrambling coastal vegetation is a great canvas for children and big children to play and the incorporation of nature focused interpretive signage and experiences here could educate visitors about the island's precious ecology. The parkland would benefit from the integration of nature based play building upon the island's unique identity and history. A number of themes could be explored, particularly the story of dredging, sand/water movement and deposition.

The parkland will form the launching point for walking and cycling journeys around the island. To the north, walks along the waterfront engaging with the island's soon to be protected ecological zones will be available, while to the west and south, journeys along the public waterfront edge, access to fishing facilities and for the observation of marine nature and boating activities will be in close proximity.

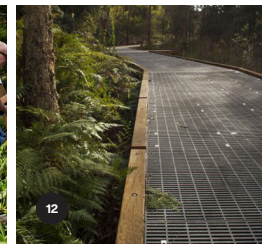
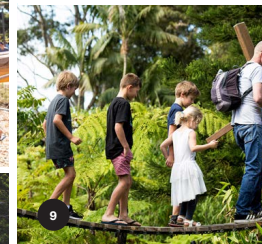
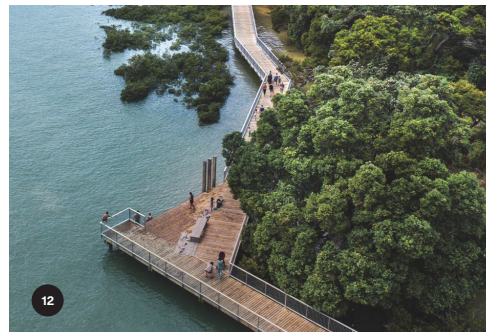
Key Recommendations:

- **Nature Gateway**

Retention of existing trees and coastal vegetation and additional planting at the transition from the Maritime Precinct, strengthening the gateway / threshold into the Nature Precinct.

- **Immersive Parkland**

The site's prominent natural vegetation is a key asset to the experience and identity of Bullock Island. Protection of, immersion within and learning about the site's natural ecologies will be a memorable experience for visitors. The new parkland should balance flexible open spaces with natural, vegetated discovery spaces.



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Section 4 – Nature Precinct

Key Opportunities - Nature Precinct



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Section 4 – Nature Precinct

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4.1



Scale 1:500@A3

1	Informal Nature Play/ Seating Elements (Logs & Rocks)	3	"Pipe Slide"	5	Picnic Tables & BBQ	7	Timber Boardwalk
2	Timber Deck Interpretation Node / Entry to Discovery Trail	4	Sand & Pipe Play	6	Pipe Edge to Garden Bed	8	Picnic Shelter & BBQ

BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

ASPECT Studios

Section 4 – Nature Precinct

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4.2 Nature Precinct Schematic Design Plan - Waterfront



Scale 1:500@A3

1	Fiber Reinforced Plastic Boardwalk	3	Seating & Signage Node within Immersive Vegetation	5	Timber Boardwalk	7	Timber Platform Extended Over Existing Sea Wall
2	Key Lookout Node - Colourful Fiber Reinforced Plastic	4	Lawn	6	Seating Node with Firepit	8	Shade Cubbies & Picnic Tables

BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

ASPECT Studios

Section 4 – Nature Precinct

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4.3 Nature Precinct Schematic Design Plan - Waterfront



Scale 1:500@A3

1	Timber Boardwalk	3	BBQ	5	Temporary Vehicle Parking	7	Stepped Access to Water
2	Shade Cubbies & Picnic Tables	4	Bicycle Hoops	6	Fiber Reinforced Plastic Boardwalk	8	Key Lookout Node - Colourful Fiber Reinforced Plastic

BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 4 – Nature Precinct

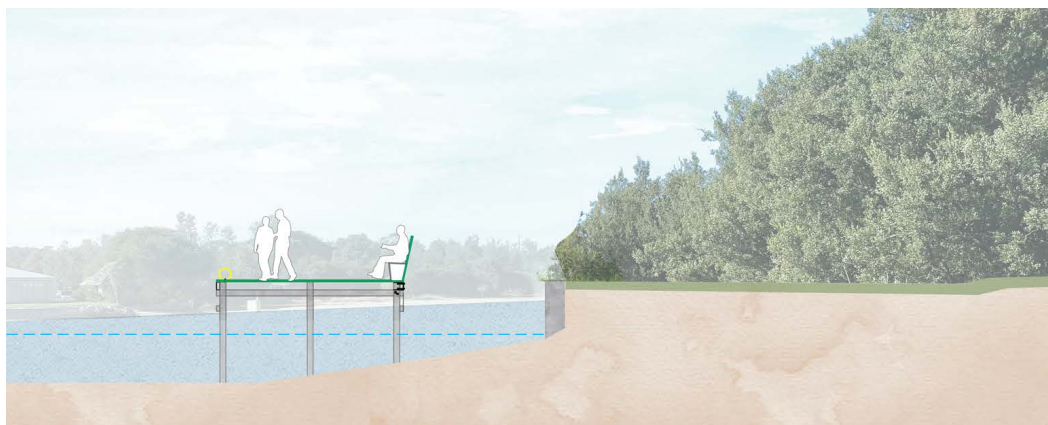
30

4.4 Nature Precinct Sections



Section B

Scale 1:100@A3



Section C

Scale 1:100@A3

BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 5

Waterfront Precinct



Section 5 – Waterfront Precinct

Key Opportunities - Waterfront Precinct

5.4.1 Context

The Maritime Precinct is perhaps Bullock Island's main event. It is the stretch of the island's waterfront that provides the greatest public access and amenity. It presents stunning views to the waterways including the, 'crescendo moment', a direct view out the lake's entry to the ocean.

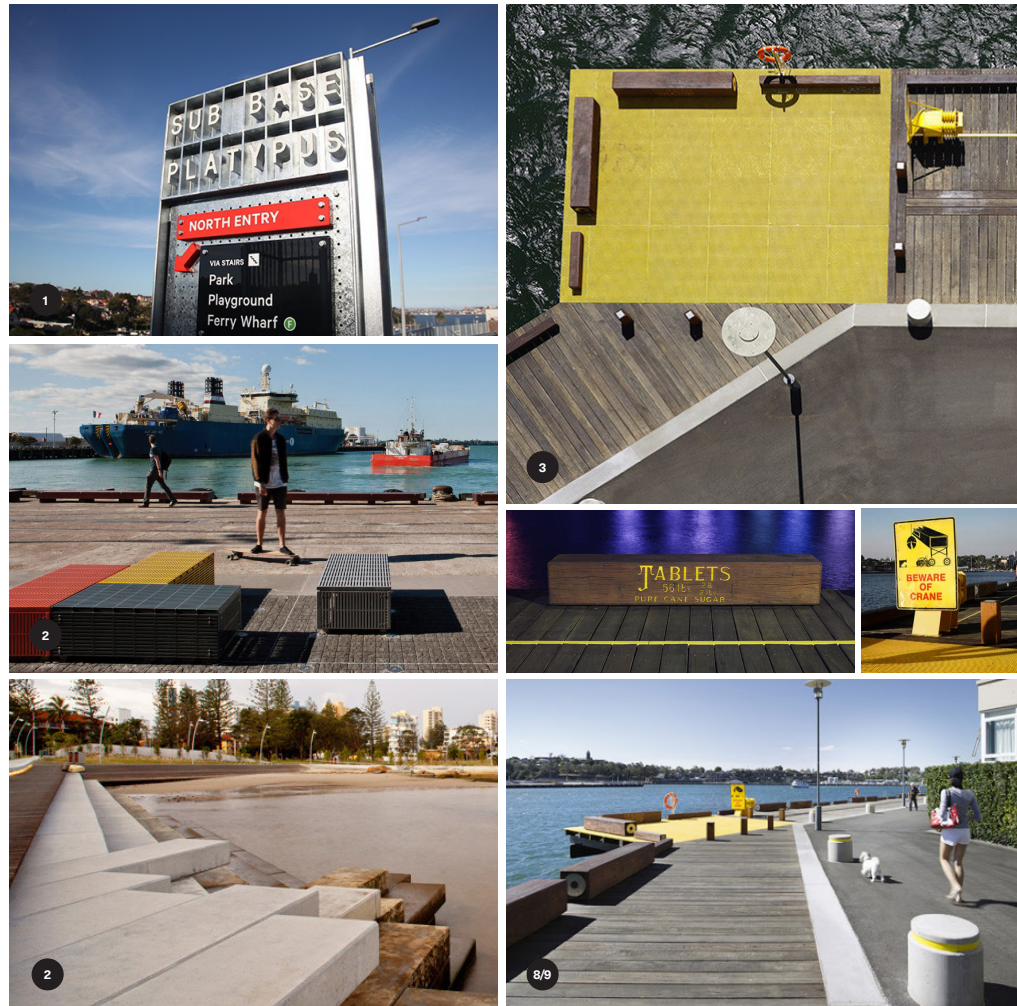
This stretch of waterfront is admired and well-used by locals and visitors alike, who often stop here to simply sit in their car and take in the compelling natural scenery. However these are also the key point of access for primary fishing and crabbing locations along the island's western perimeter. It's also a well known hotspot for catching a glimpse of seals or dolphins navigating the waterways, or to view the Tommy Norton undertaking its critical role in channel dredging.

The Maritime Precinct provides the canvas for a rich experience of Bullock Island's waterfront. In its present state, it includes a series of very simple and ad hoc spaces. Whilst well used, this precinct lacks amenity and there is enormous potential to amplify the experience for all users. The introduction of continuous paved paths and connections along the waterfront from north to south will allow people to promenade along the island's edge and the introduction of new seating, barbecues, fish cleaning infrastructure, shade and shelter will mean a broader range of users can inhabit the waterfront throughout the year.

There is an opportunity to reveal other layers of the Bullock Island story in this precinct including the creation of the entry, the formation of the island and ongoing dredging operations, the diverse boating activities of the Lakes precinct and the important and fragile marine ecology. There is also a tremendous opportunity to create more of a landmark destination at the south-west corner of the island, with the introduction of a lookout structure facing the entry. The design of these elements as well as the selection of all paving and furniture materials should seek to maintain the authentic 'working wharf' aesthetic, celebrating and building upon the unique qualities of Bullock Island.

Key Recommendations:

- **Island Promenade**
Creation of a continuous promenade edge to the western edge of the island, including a continuous shared path, a series of habitable decking, shelter and seating opportunities, amenities for all users including for fishing.
- **Lookouts / Interpretation Nodes**
Introduction of iconic lookout at south-west corner of island facing the Entry and another smaller moment at the north. These could provide primary destinations for viewing the marine wildlife, boating activities and generally taking in the spectacle of the waterway, but also integrate interpretive information.

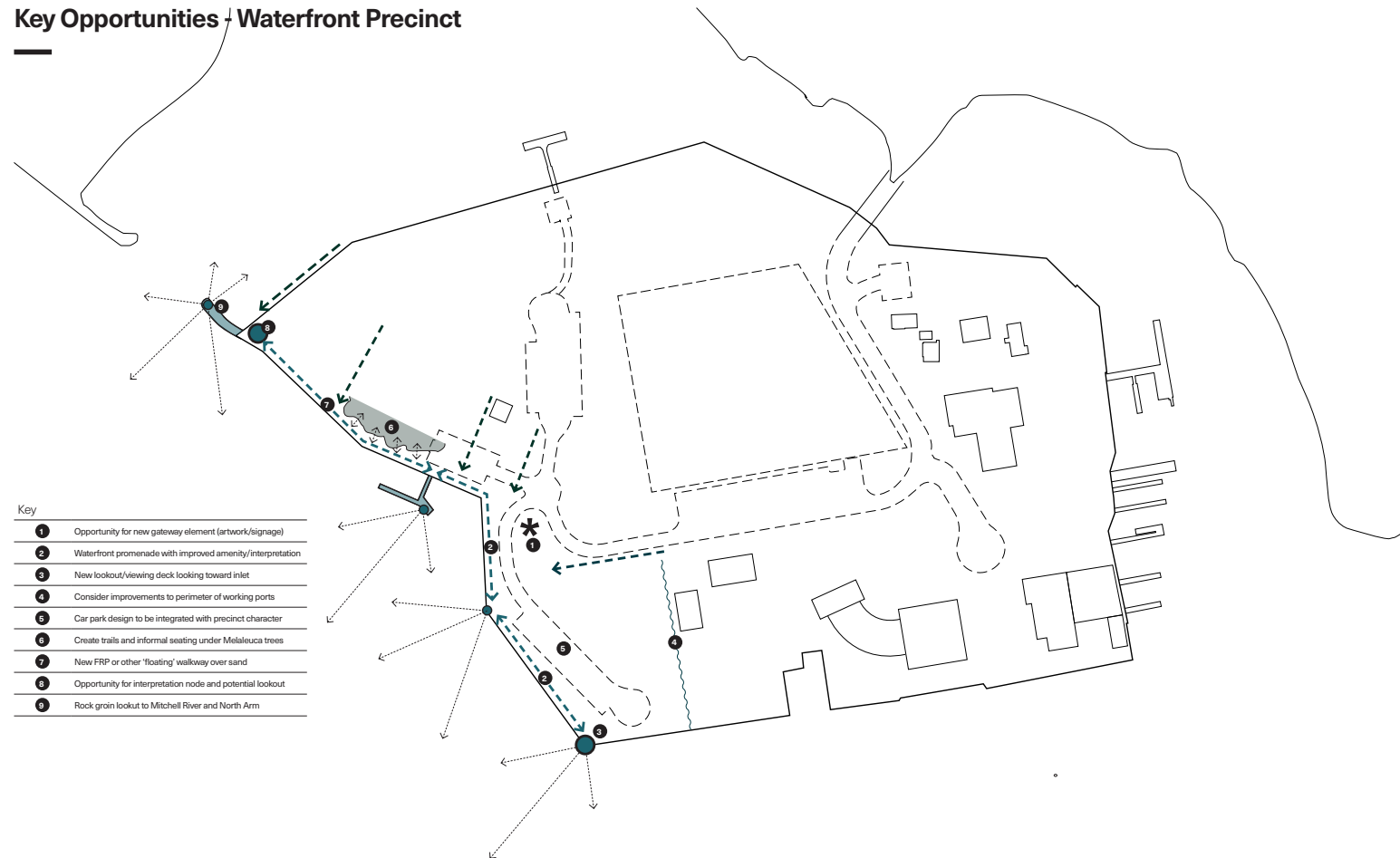


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Section 5 – Waterfront Precinct

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Key Opportunities – Waterfront Precinct



BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 5 – Waterfront Precinct

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5.1 Waterfront Schematic Design Plan - Northern Interface



Scale 1:500@A3

1	Fiber Reinforced Plastic Boardwalk	3	Concrete Steps	5	Picnic Node with Table	7	Informal Seating Under Natural Melaleuca Cubbies
2	Timber Decking & Timber Platform Seating	4	Informal Seating Immersed in Native Vegetation	6	Timber Boardwalk	8	Picnic Shelter, BBQ & Fish Cleaning Facilities

BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 5 – Waterfront Precinct

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5.2 Waterfront Schematic Design Plan - Southern Interface



Scale 1:500@A3

1	Multifunctional Concrete Seating & Interpretive Elements	3	Proposed Garden Beds with Native Vegetation	5	Picnic Tables	7	Concrete Steps - Seating with Water Views
2	Waterfront Walk - Shared Concrete Path	4	Key Interpretation Node - Colourful Fiber Reinforced Plastic	6	Timber Boardwalks	8	Lookout Point

BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 5 – Waterfront Precinct

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5.3 Waterfront Section



Section D

Scale 1:100@A3

Section 5 – Waterfront Precinct

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5.4 Waterfront Section



Section E

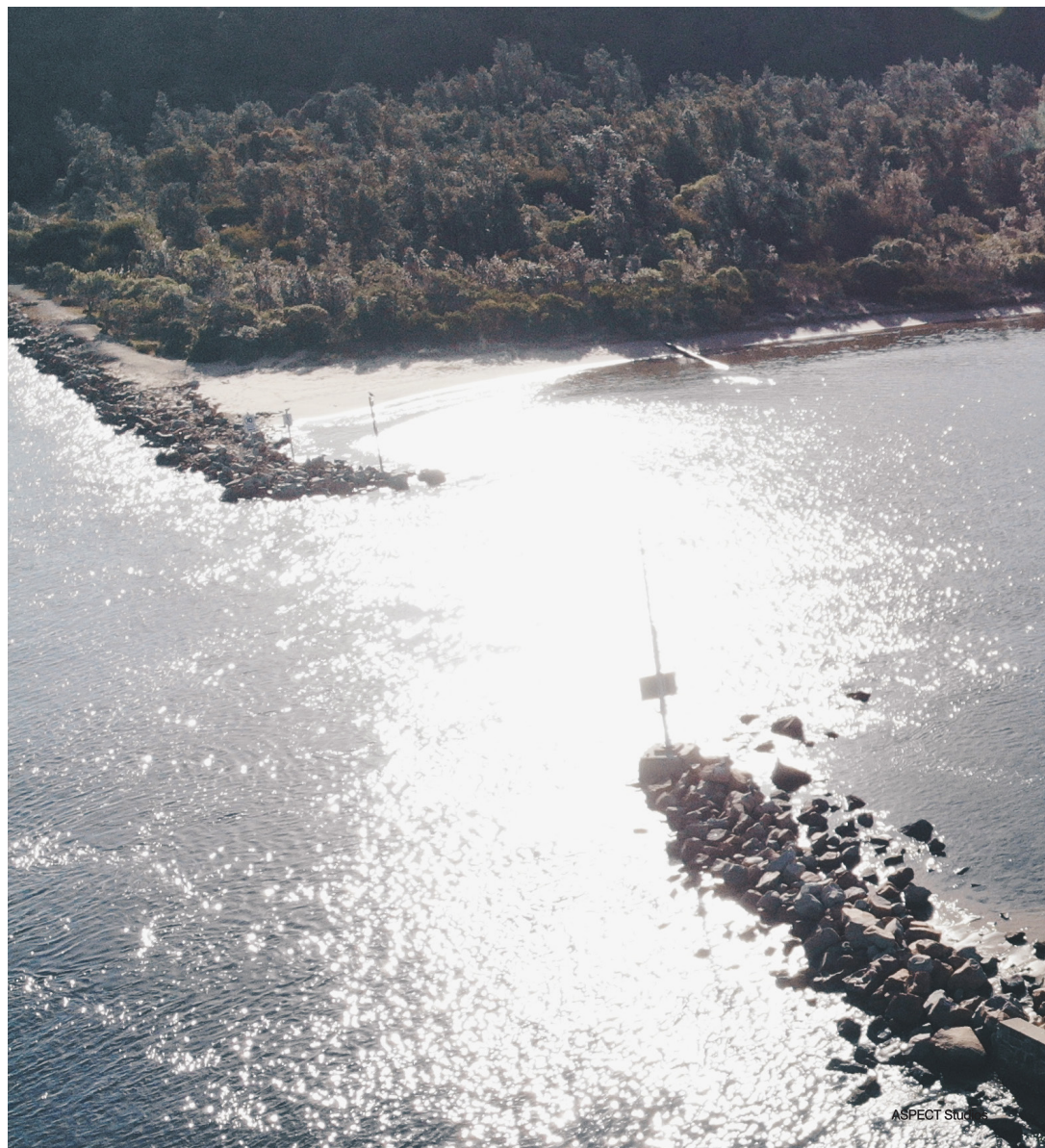
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BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 6

Island Palettes

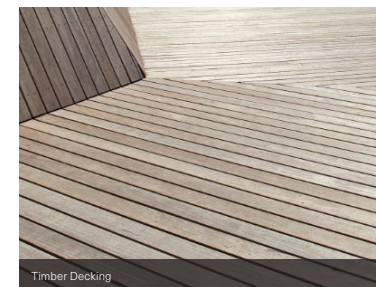
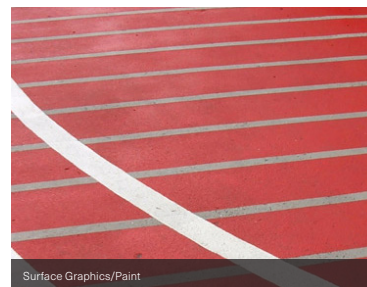
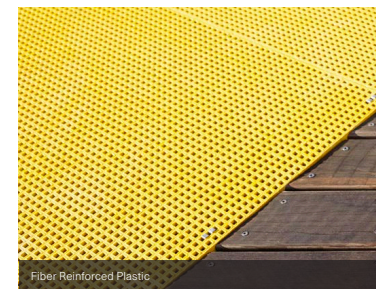
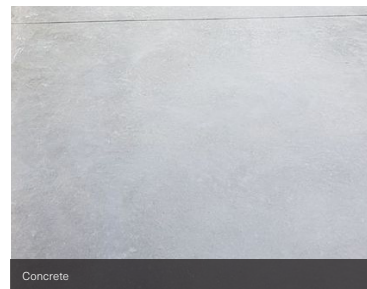




Section 6 – Island Palettes

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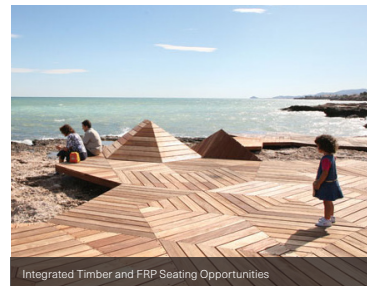
6.1 Material Palette



Section 6 – Island Palettes

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6.2 Furniture and Fixtures Palette



Opportunities for Salvage and Reuse



BULLOCK ISLAND RECREATION AREA SCHEMATIC DESIGN

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Section 6 – Island Palettes

6.3 Planting Palette

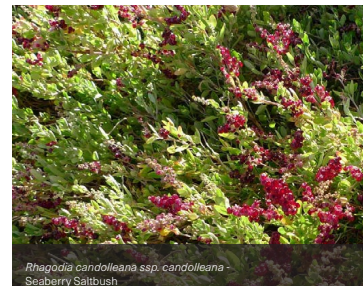
6.3.1 Proposed Plant List

Trees

<i>Banksia serrata</i>	Old Man Banksia
<i>Banksia integrifolia</i>	Coastal Banksia
<i>Banksia marginata</i>	Silver Banksia
<i>Allocasuarina verticillata</i>	Drooping She-Oak
<i>Exocarpos cupressiformis</i>	Native Cherry

Shrubs, Groundcovers & Grasses

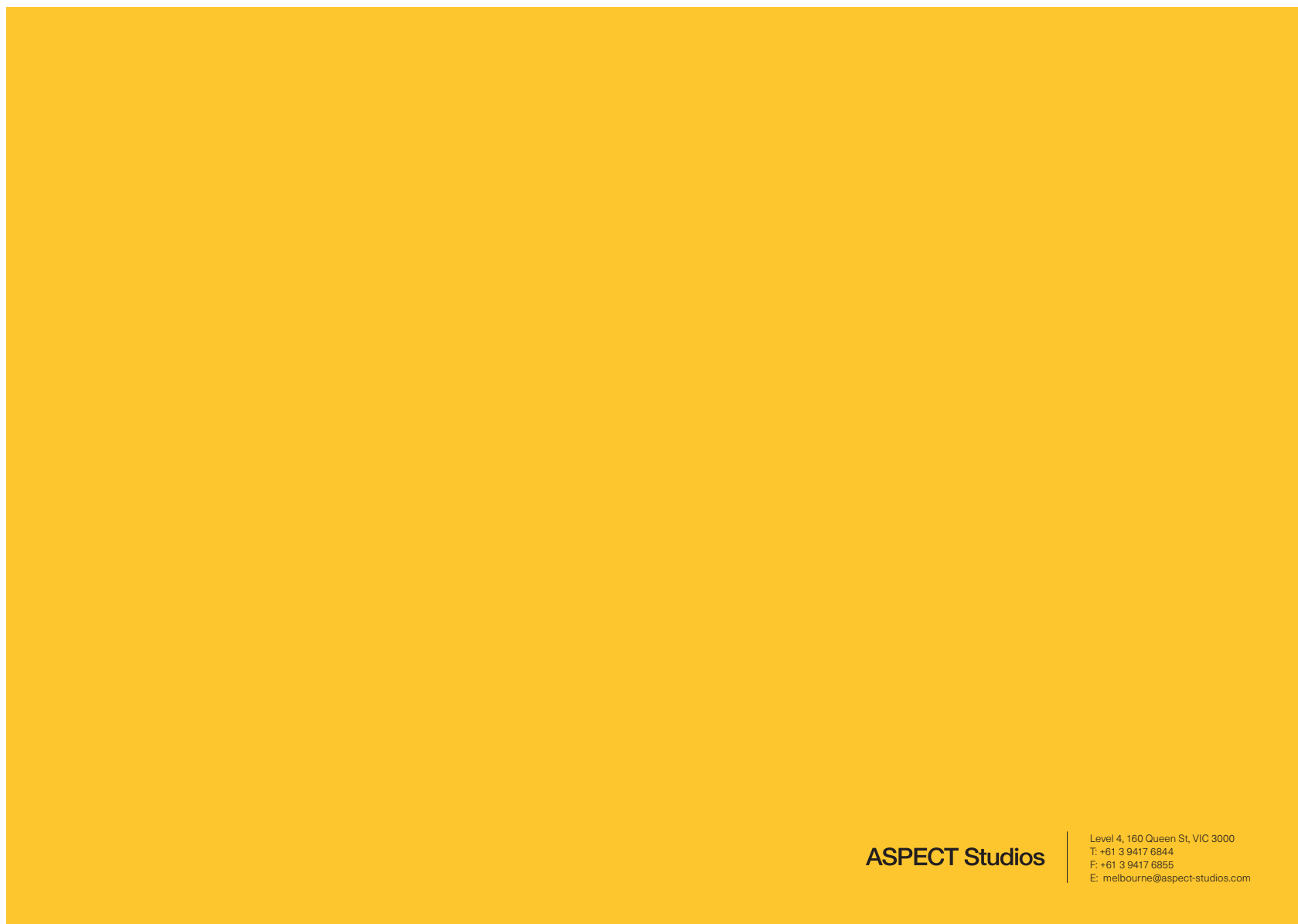
<i>Atriplex cinerea</i>	Coast Saltbush
<i>Acaena novae-zelandiae</i>	Bidgee-widgee
<i>Senecio pinnatifolius</i>	Variable Groundsel
<i>Carpobrotus rossii</i>	Karkalla
<i>Crassula sieberiana</i>	Sieber Crassula
<i>Disphyma crassifolium ssp. clavellatum</i>	Rounded Noon-flower
<i>Dianella brevicaulis</i>	Small-flower Flax-lily
<i>Dianella caerulea</i>	Blue Flax-lily
<i>Carex pumila</i>	Strand Sedge
<i>Ficinia nodosa</i>	Knobby Club-sedge
<i>Clematis microphylla</i>	Small-leaved Clematis
<i>Lomandra longifolia</i>	Spiny-Head Mat-Rush
<i>Acacia longifolia s.l.</i>	Coast Wattle
<i>Leptospermum laevigatum</i>	Coast Tea-tree
<i>Rhagodia candolleana ssp. candolleana</i>	Seaberry Saltbush
<i>Suaeda australis</i>	Austral Seablite
<i>Leucopogon parviflorus</i>	Coast Beard-heath
<i>Lepidosperma concavum</i>	Sandhill Sword-sedge
<i>Tetragonia implexicoma</i>	Bower Spinach
<i>Austrostipa mollis</i>	Supple Spear-grass
<i>Austrostipa flavescens</i>	Coast Spear-grass
<i>Austrodanthonia geniculata</i>	Kneel Wallaby-grass
<i>Spinifex sericeus</i>	Hairy Spinifex
<i>Austrostipa stipoides</i>	Coast Spear Grass



Section 6 – Waterfront Precinct

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5.3 Place and Community

5.3.1 Four-Year Economic Development Strategy Council Action Plan 2022-2026

Authorised by General Manager Place and Community

Conflict of Interest

Officers preparing this report have no conflict of interest to declare.

Executive Summary

Council has led a thorough co-design process to prepare a 10-Year Economic Development Strategy for our community. The Strategy builds on the Community Vision 2040 adopted by Council in 2021.

There were two primary outputs delivered from this co-design process.

The first being an overarching economic vision and strategy for our region and the 10-Year Economic Development Strategy (Strategy), which was adopted by Council on 8 November 2022.

Secondly, a Four-Year Economic Development Strategy Council Action Plan 2022-2026 (the draft Action Plan) with a sharper focus on the Council's investment, planning, facilitation, and coordination of activities over the short term. The draft Action Plan lists the activity the Council will undertake, the various business units which have responsibility for delivery and timing and provides measures of success against agreed goals. (**Attachment 1**)

Together, the Strategy and the draft Action Plan represent an exciting roadmap for the next phase of East Gippsland's economic development and the prosperity of our communities.

The draft Action Plan is presented for Council's information.

Officer Recommendation

That Council:

- 1. receives and notes this report and all attachments pertaining to this report;***
- 2. notes the draft Four-Year Economic Development Strategy Council Action Plan 2022-2026; and***
- 3. notes that Officers will continue to review resourcing required to implement the Four-Year Economic Development Strategy Council Action Plan 2022-2026 and the use of the Economic Development Discretionary Fund.***

Background

Preparation of the Strategy and draft Action Plan were undertaken with a strong focus on stakeholder involvement, with the aim of genuinely engage stakeholders in East Gippsland's economic future, including groups not ordinarily involved in these conversations. The draft Action Plan includes many of the actions and suggestions identified through this engagement.

The draft Action Plan provides the roadmap with which to deliver the 10-Year Economic Development Strategy across the nine key focus areas:

1. Fostering business;
2. A high value and sustainable food and fibre sector;
3. A unique and compelling tourist destination;
4. An economy for young and future generations;
5. Digitally connected;
6. Arts, culture, and heritage;
7. Attractive place to live;
8. Climate leaders; and
9. A Circular Economy.

The draft Action Plan was developed and refined via ongoing engagements with many internal and external stakeholders over the past six months. Consultants, SGS Economics, prepared the overarching framework and initial draft Action Plan and through discussions with the relevant Council Business Unit Managers helped align this with the Community Health and Wellbeing Strategy (in development), the Environmental Sustainability Strategy and other important plans such as the Culture and Creativity Strategy.

Officers then refined the draft Action Plan through regular engagement with Managers and Councillor feedback to ensure coordination of collective effort and to confirm appropriate timing, targets and measures of success.

Legislation

As of 1 July 2021, all provisions of the *Local Government Act* 2020 commenced. Some provisions of the *Local Government Act* 1989, that have not been repealed, will remain applicable until such time as they are revoked.

This report has been prepared in accordance with *Local Government Act* 2020, Part 2 Section 9 (2c): Overarching Governance Principles and Supporting Principles.

The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights detailed in the Victorian Government's Charter of *Human Rights and Responsibilities Act* 2006.

In preparing this report the Victorian *Gender Equality Act* 2020 has been considered. The implications of the report have been assessed and are compliant with the obligations and principles of the *Gender Equality Act* 2020. The need for a Gender Impact Assessment has also been assessed. The implications of this report have been assessed and align with the principles and objects of the *Gender Equality Act* 2020.

Collaborative procurement

Not required.

Council Plan

This report has been prepared and aligned with the following strategic objectives set out in the Council Plan 2021-2025:

Strategic Objective 2: 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;

Strategic Objective 4: 4.2 Collaboration amongst key partners is facilitated to improve pathways for education and skills training;

Strategic Objective 4: 4.3 Council's work with stakeholders fosters entrepreneurship and new business opportunities, particularly with communities facing change;

Strategic Objective 4: 4.1 Leadership enables economic prosperity, investment, recovery, resilience and growth;

Strategic Objective 4: 4.4 Targeted information and streamlined approvals and processes make it easier for business to invest;

Strategic Objective 4: 4.5 Tourism sector investment is sought in business capability, product development and experience to meet the changing needs of domestic and international markets; and

Strategic Objective 4: 4.6 East Gippsland's natural strengths in agriculture and natural resource-based industries are enhanced to increase value, employment, sustainability and resilience.

Council Policy

The Strategy operates as one of three key strategies/plans supporting the Council Plan. The others being the Environment Sustainability Strategy (adopted) and the Municipal Health and Wellbeing Plan (framework adopted).

The draft Action Plan underpins the Strategy and incorporates actions from and assigns actions to the other strategies to ensure a linked-up framework for coordinated delivery.

Options

For Council consideration.

1. Proceed with noting of the draft Action Plan as attached (Officer's recommendation); or
2. Request further refinement of the draft Action Plan, with Councillors to provide specific advice about the changes requested.

Resourcing

Financial

The financial implications of this report have been considered and identified in relation to the implementation of the draft Action Plan with the proposed time frame.

Note that the balance of the Economic Development Discretionary Fund is available for allocation by Council to support delivery of the draft Action Plan.

Plant and equipment

The plant and equipment implications of this proposal have been considered and there are no additional plant and equipment requirements as a result of this report.

Human Resources

The human resource implications of this report have been considered and identified in relation to the implementation of the draft Action Plan with the proposed time frame.

Risk

The risk implications of this proposal have been considered and there are no additional risk implications as a result of adopting this report.

Economic

The economic implications of this proposal have been assessed and there are positive economic outcomes as a result of adopting the draft Action Plan, in line with the expected outcomes of the Economic Development Strategy.

Social

The draft Action Plan presented has been established in alignment with the Municipal Health and Wellbeing Plan (in progress), with the social and community implications of the draft Action Plan having been assessed and there are positive outcomes as a result of implementing the draft Action Plan. In particular, the draft Action Plan has been developed with a view to seeking equitable outcomes across the East Gippsland community.

Gender Impact Statement

The draft Action Plan has considered the *Gender Equality Act 2020* in its preparation. The draft Action Plan have been assessed as not requiring a Gender Impact Assessment (GIA).

Environmental

The reports presented have been established in alignment with the Environmental Sustainability Strategy, with the environmental implications of the reports having been assessed and there is no risk to the environmental as a result of adopting this report.

The Strategy, and therefore the draft Action Plan, takes into account environmental sustainability. One of the aims of the Strategy is “Ecological” economic growth and the draft Action Plan responds the focus areas related to Climate Change and the Circular Economy.

Climate change

This report has been prepared and aligned with the following Climate Change function/categories:

- **Adaptation Planning:** Comprehensive adaptation measures exist and include responses to direct and indirect impacts of climate change;
- **Community Risk:** Climate change is considered as a community risk and includes responses to direct and indirect impacts; and
- **Greenhouse Gas Emissions:** Consideration has been given to reduce GHG emissions.

Engagement

The project was undertaken with strong stakeholder involvement, with the aim to genuinely engage stakeholders in East Gippsland's economic future, including groups not ordinarily involved in these conversations. The Strategy and draft Action Plan were built and refined via ongoing engagements with many stakeholders this included:

- A co-design forum held in October 2021, with over 50 local groups, businesses and individuals who will have a role to play in the future of the economy.
- A final 'Closing the Loop' forum for original co-design participants to share the draft Strategy and demonstrating how their input has informed the process was held on the 23 June 2022.
- Background economic analysis on the drivers, enablers and sustainers of economic development incorporated direct input from stakeholder interviews with service providers across key industry sectors (16), and major businesses from across the region (10). The outcomes of these are contained in the following reports previously provided:
 - Stakeholder Consultation Report; and
 - East Gippsland Economic profile background Report.

Additionally, there was ongoing dialogue with two distinct Focus Groups throughout the development and review of these documents. The first Focus Group were drawn largely from traditional industry sectors, whilst the second was drawn from less-traditional and emerging industry sectors. These groups provided input and context from their areas of interest and expertise.

A final round of engagement with various individuals and groups was held in mid-2022, this included:

- Distribution of the draft documents to the Chief Executive Officer's and Managing Director's group in June 2022;
- Distribution of drafts and presentation to Councils Agriculture Sector Advisory Committee in June and August 2022;
- Presentation of draft Strategy to East Gippsland Marketing Inc (EGMI) in July 2022; and
- Distribution of draft documents in July 2022 to other key stakeholders, including Regional Development Victoria (RDV), Bushfire Recovery Victoria (BRV), Latrobe Valley Authority (LVA), Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC), Gippsland East Local Learning and Employment Network Inc. (GELLEN), Business and Tourism Association's (BTA's) and Chambers, East Gippsland Art Gallery, Food and Fibre Gippsland, Youth Ambassadors and others.

The Strategy, which included reference to actions Council could perform, was made available to the public for eight weeks from mid-June to early August 2022. The “actions Council could do” were those included in the draft Action Plan at the time. Both documents were also distributed to Business and Tourism Associations and Chambers of Commerce at the same time, with an offer to present to them.

Attachments

1. 4 Year East Gippsland Shire Council Economic Development Action final [5.3.1.1 - 23 pages]

East Gippsland Economic Development Strategy – Council Action Plan, 2022-2026

Introduction

Purpose

The *East Gippsland Economic Development Strategy (2022-2032)* is a document that provides guidance to the broad East Gippsland community including government, business, and community stakeholders on the future strategy endeavours and opportunities for the Shire.

This internal *Action Plan* documents achievable, targeted actions for Council to prioritise their internal efforts to pursue economic transformation and growth.

Selecting which strategies to pursue

The co-design process and background analysis used in the development of the Strategy identified nine focus areas, each with a series of strategies. The long list of actions was significant, therefore prioritisation of actions was required for the next four years.

For Council, it's important that the actions aren't spread too thin, therefore strategies that can best provide impetus over the next four years to advance progress under each focus area were chosen. While transformation aspirations (ten years) have been identified in the Strategy document, focus of this Action Plan is to progress priority activity over the first years - the Consolidation and Enhancement horizons.

To support transformative change, it's important to start somewhere and take a long-term view. There is no better time than the present.

The actions align with the Council Plan, utilising Council's various roles as Provider, Advocate and/or Facilitator of actions (Table 1).

The role of Council in economic development

Given the nature of the challenges and opportunities facing the economy, it is important to be clear about Council's role and the impact it can make.

Council provides a range of services directly to local business ratepayers to promote district economies and to meet the standard expectations of support held by the business community.

These services include business support and advice, training and skills development for business owners/managers, other capacity-building initiatives, promotional campaigns and support for local visitor attracting events. In addition, since December 2019, Council has had a necessary focus on bushfire and COVID-19 recovery.

Currently there is approximately 4,500 registered businesses in East Gippsland that Council provides support to. Other direct services include the provision of commercial and industrial zoned land, infrastructure services (local roads, drainage etc.), streetscape improvements, investment attraction and business site brokerage, street cleansing and waste management and the provision and management of regional economic assets such as local airports, livestock exchange, visitor centres, library, art centres and recreation facilities.

The Council also advocates on behalf of the community to attract funding, and the delivery of services and infrastructure that are not the direct responsibility of Council to deliver. Council also supports projects that can help effect behavioural change and action from within the community and business that will better support the East Gippsland economy such as *buy-local* or *Visiting Friends and Relatives* campaigns. Additionally, the Council facilitates positive outcomes for its community through building partnerships, revising regulation, promoting opportunities, and building the capacity of community members and organisations.

This economic development strategy reflects this focus on service and infrastructure provision, advocacy and facilitation.

Opportunities for Council to provide direct support and services will be identified as provisioning actions. Areas outside of Council's direct control (such as the behaviour of businesses or State Government policy decisions) have also be included in the Action Plan. Council will take an advocacy or facilitator role working with relevant partners in pursuit of these opportunities.

Nine Areas of Focus

The nine areas of focus have been deemed to be of most influence in meeting the aims and targets of the Strategy, either as strengths to build on, or as areas for improvement to enable or sustain economic prosperity for East Gippsland.

The prioritised areas of focus are:

1. Fostering business
2. A high value and sustainable food and fibre sector
3. A unique and compelling tourist destination
4. An economy for young and future generations
5. Digital skills and connections
6. Arts, culture and heritage
7. Attractive place to live
8. Climate action leaders
9. A circular economy

TABLE 1: COUNCIL'S INFLUENCE

Role	Responsibilities (per Council Plan)
Provide	Council funds and delivers services and infrastructure; develops policy and performs critical local legislative roles such as being the local planning authority.
Advocate	Council advocates on behalf of the community to attract 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.
Facilitate	Council facilitates outcomes for its community through building partnerships, changing regulations, promoting opportunities, and building the capacity of community members and organisations.

Action Plan Coordinating Statement

COORDINATING STATEMENT	Actions
Council has a key role in coordinating the delivery of business and industry services across the region. This role includes our ability to harness the collective resources of other partners in the region to deliver outcomes for the Strategy.	<i>Establish and maintain an Economic Development Advisory Committee for the life of this Action Plan.</i>
	<i>Maintain strong operational and leadership relationships with other agencies impacting economic development in the region.</i>
	<i>Strengthen partnerships and collaboration with Business and Tourism Associations and Chambers of Commerce to support their role and their members.</i>
Council will undertake an annual review to measure performance and ensure that actions remain current and appropriate to a changing business and industry environment and opportunities.	Undertake an annual review of the Action Plan, in alignment with the review of the Council Annual Plan, Sustainability and Environment and Health and Wellbeing Plan to ensure actions are aligned to other plans and are appropriate to the current environment. Where appropriate, amend or add actions.

Focus Areas

FOCUS AREA ONE – FOSTERING BUSINESS				
Council action	Council role	Unit(s) responsible	Timeline	KPI
Strategy 1.1 - Expand targeted and innovative initiatives that strengthen and promote business growth and sustainability and recover from COVID-19				
1.1.1 - Capital works decision making and prioritising process to ensure economic impacts and activation opportunities of capital projects are identified and quantified along with community and sustainability considerations.	Provide	Lead: Community Facilities and Open Space	Year 1	Capital works and Planning decision making process considers economic impacts <i>Source: Internal.</i>
1.1.2 - Continue to deliver and promote the business concierge service to support new and existing business enquiries through planning and permit approvals processes and connect them to support services as needed.	Provide	Support: Economic Development and Tourism	Ongoing	300 businesses per annum assisted. <i>Source: Internal.</i>

1.1.3 - Support business to build greater resilience to external economic shocks.	Provide/ Facilitate	Lead: Economic Development and Tourism	Ongoing	Retention of businesses (% change in number) <i>Source: ABS registered business.</i>
1.1.4 – Support businesses and communities through economic transition (eg Victorian Forestry Plan, commercial aquaculture, energy sector)	Provide/ Facilitate/ advocate	Lead: Varies Support: Varies Economic Development and Tourism	Ongoing	Support development of Local Development Strategies for areas in transition. Total employment #s for affected townships of Orbost, Nowa Nowa and Swifts Creek 2026 vs 2022
1.1.5 - Engage directly with local businesses who may have a State, National or Global competitive service or product with export (domestic &/or global) potential and facilitate appropriate support.	Facilitate	Lead: Economic Development and Tourism	Ongoing	15% increase in export trade by June 2026 <i>Source: REMPLAN & Spendmap.</i>
1.1.6 - Provision of education and support services for business (eg: training programs and business coaching)	Provide / Facilitate	Lead: Economic Development and Tourism	Ongoing	List of assistance available is shared with businesses via e-newsletter/website (measure open rates/ page views) Attendance by business in programs promoted by Council. <i>Source: Internal.</i>
1.1.7 - Develop and maintain a list of infrastructure priority projects needed to enable economic development and advocate for their delivery.	Provide	Lead Assets Planning and Development Support Economic Development and Tourism Community Facilities and Open Space	Year 1 and ongoing	Priority projects list developed, based on the Asset Plan and aligning with the Community Vision 2040, and ready to share when funding opportunities arise. <i>Source: Internal.</i>
1.1.8 – Investigate, support and deliver projects that support key industries such as marine, manufacturing, and others as required.	Provide	Lead: Economic Development and Tourism and other units depending on the project	Year 1	Industry specific opportunities supported. <i>Source: Internal.</i>

1.1.9 – Enhance Council’s capability for evidence-based decision-making for designing and evaluating programs with economic benefit	Provide	Lead: Economic Development and Tourism	Year 1	Council’s internal data analytics capability improved. Economic feasibility studies completed for priority projects. <i>Source: Internal.</i>
Strategy 1.2 - Enhance business networks and foster a culture of collaboration, mentoring and support in the business community and with government				
1.2.1 - Encourage local businesses to partner and procure locally to increase level of local content (eg; services, artists, manufactures etc)	Provide	Lead: Economic Development and Tourism	Ongoing	3% year on year increase in local business-to-business spending. <i>Source: Spendmap & Remplan</i>
1.2.2 - Support GLaWAC, to implement their <i>Aboriginal Economic Development Strategy Gippsland: Building on The Legacy</i> , GLAWAC and other Aboriginal organisations to support economic opportunities and develop their own businesses.	Facilitate	Lead: Economic Development and Tourism Support:	Ongoing	# of GLaWAC Eco Dev Strategy actions progressed per year # of Aboriginal businesses supported per year <i>Source: GLAWAC & Internal.</i>
Strategy 1.3 - Foster the capacity of local entrepreneurs to innovate and challenge the norm.				
1.3.1 - Complete Business Boost (Enterprise Facilitation) program pilot in Buchan and Bruthen regions and expand where practical	Provide	Lead: Economic Development and Tourism	Year 1	Pilot Program completed and future direction confirmed. <i>Source: Internal</i>
1.3.2 - Provide support to local businesses to win government business and large contracts such as through training, tender-briefings, winning government business workshops and provide advice on how to collaborate or up-skill to support their growth locally and externally.	Provide	Lead: Economic Development and Tourism Support: Governance Capital Works and Projects	Year 2 Ongoing	Deliver 1 workshop per annum and promote other service partners such as the ICN & GROW Gippsland. <i>Source: Internal.</i>
Strategy 1.4 – Create conditions where investing in EG is straightforward and supported by government.				

1.4.1 – Refresh Council’s investment attraction service offering, including investment website, case studies, industry snapshots, prospectus etc and utilise new resources to increase engagement with prospective investors.	Provide	Lead: Economic Development and Tourism	Year 1 Ongoing	Refresh investment attraction services offer complete. Increase engagement year on year to 2026 (measures tbc at end of year 1). <i>Source: Internal.</i>
1.4.2 - Align Council investment activities with those of other groups such as Invest Gippsland.	Provide	Lead: Economic Development and Tourism	Year 1 Ongoing	Increase engagement year on year to 2026 (measures tbc at end of year 1). <i>Source: Internal.</i>
1.4.3 - Develop an internal council process to identify, monitor and support investment opportunities that includes regular contact with partners such as developers, large institutions and planning agencies, and consider incentives for attracting new investment. Utilise new process to support opportunities.	Provide	Lead: Planning Support: Economic Development and Tourism Community Facilities and Open Space	Year 1	Process developed, and package of support mechanisms confirmed. # of investment enquiries increased year on year to 2026. <i>Source: Internal.</i>
1.4.4 - Review the Bairnsdale Growth Strategy and deliver actions pertaining to economic opportunities.	Provide	Lead: Planning Support: Economic Development and Tourism	Year 2 - 4	Plan completed by year 2, with actions priority commenced by year 4. <i>Source: Internal.</i>
1.4.5 - Develop a strategy to support the development of industrial and commercial land in priority locations.	Provide	Lead: Planning Support: Economic Development and Tourism	Year 4	Assessment undertaken and actions commenced by year 4. <i>Source: Internal</i>
1.4.6 - Implement State Government’s <i>Better Planning Reforms</i> to streamline the planning approval process.	Provide	Lead: Planning	Year 2 – ongoing	Implementations complete. <i>Source: Internal.</i>

FOCUS AREA TWO – A HIGH VALUE AND SUSTAINABLE FOOD AND FIBRE SECTOR				
Council action	Council role	Unit(s) responsible	Timeline	Target
Strategy 2.1 - Increase and protect the productivity of agriculture and fishing to generate more income from local assets i.e. land, soil, water, energy etc.				
2.1.1 - Adopt the Rural Land Use Planning Strategy and implement into the Planning Scheme.	Provide	Lead: Planning	Year 1 Year 3	Year 1 adopt RLUS. Year 3, RLUS actions implemented into planning scheme. <i>Source: Internal</i>
Strategy 2.2 - Develop local processing to add value to a greater share of agriculture, forestry and fishing products before they leave the Shire to create even greater local value.				
2.2.1– Support existing businesses and facilitate investment that fills identified gaps or creates new opportunities that value-add to the agricultural sector.	Advocate/ Facilitate	Lead: Economic Development and Tourism	Ongoing	Number of new value-added investments in East Gippsland (KPI 2 per year) <i>Source: Internal.</i>
Strategy 2.3 - Explore, research, and develop new food and fibre sub-sectors				
2.3.1 - Support the industry and collaborate with partners to explore and implement sector specific productivity boosting opportunities, such as trial farms, access to research and data, and appropriate training and advice, while ensuring environmental sustainability.	Facilitate	Lead: Economic Development and Tourism	Ongoing	5 opportunities provided to farmers per year. <i>Source: Internal</i>
Strategy 2.4 - Implement a unified food brand to support food and fibre exporters and develop capacity for farm tourism.				
2.4.1 - Promote the use of the “Gippsland Trusted Provenance” and regional branding to promote key strengths and growth in the export market.	Facilitate	Lead: Economic Development and Tourism	Ongoing	Regional branding and marketing opportunities shared to agri-business sector. 5% increased uptake of East Gippsland agri-businesses participating in regional branding activities. <i>Source: Internal, FFG</i>

2.4.2 - Work with the agriculture sectors to promote and support agritourism opportunities that increase diversification and farm resilience (eg: farm-gate sales, on farm accommodation, Aboriginal agriculture practice and other agritourism experiences).	Facilitate	Lead: Economic Development and Tourism	Ongoing	Increase in the number of farms undertaking agri-tourism diversification opportunities. <i>Source: Internal.</i>
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FOCUS AREA THREE – A UNIQUE AND COMPELLING TOURISM DESTINATION				
Council action	Council role	Unit(s) responsible	Timeline	Target
Strategy 3.1 – Bring together the unique selling points of East Gippsland into a cohesive brand and promote.				
3.1.1 – Collaborate with tourism industry to optimise the East Gippsland “All Kinds of Wonder” branding.	Provide	Lead: Economic Development and Tourism Support: Community Engagement and Resilience Council Enterprises	Year 1	Increased usage and adoption of the Brand across the region by Council and other stakeholders.
3.1.2 – Drive marketing and promotion direction for East Gippsland including Collateral development and Visiting Friends and Relatives focus.	Facilitate	Lead: Economic Development and Tourism	Year 1 Ongoing	Marketing KPIs achieved as per annual agreed plan via existing Service Agreement with EGMi.
Strategy 3.2 – Enhance tourism industry opportunities on public and private land.				
3.2.1 – Develop a process to streamline and support local businesses to use public open space and Council property in a manner that complies with legislation, is open and transparent, and still considers broad open space objectives.	Provide/ Facilitate	Lead: Economic Development and Tourism Support: Community Facilities and Open Space Council Enterprises Governance Regulatory and Compliance Services	Year 1 and Ongoing	Process developed and implemented. Number of businesses with a commercial lease/licence/trader permit? <i>Source: Internal.</i>

3.2.2 – Advocate for changes to State Government rules and policies to support appropriate tourism ventures on public lands.	Advocate	Lead: Economic Development and Tourism Support: Planning	Year 2	Number of private tourism projects on public lands advocated for with State Government (eg; Parks) <i>Source: Internal</i>
3.2.3 – Consider opportunities to build tourism experiences into future and existing Council planning and asset creation and operations, such as visitor amenity & natural environment, universal access, open space & design, artistic interpretation, place making/activation, and opportunities for commercial use/tenants, to activate spaces.	Provide	Lead: Asset Planning and Development Community Facilities and Open Space Support: Arts and culture Economic development and tourism	Year 2	Increase in tourism experiences on Council managed land. <i>Source: Internal.</i>
3.2.4 – Prepare an RV Friendly Shire strategy and action plan to appropriately manage and support alternative camping across the region.	Provide	Lead: Economic Development and Tourism Support: Community Facilities and Open Space Commercial Enterprises	Year 2-3	RV Friendly Shire Strategy delivered. Increased visitation and expenditure. <i>Source: Internal, NVS, IVS</i>
3.2.5 – Investigate the opportunities for events precinct(s) in East Gippsland.	Provide	Lead: Economic Development and Tourism Support: Community Facilities and Open Space	Year 2	Potential events precinct identified and business case developed. <i>Source: Internal</i>
Strategy 3.3 – Support development to enable a high-quality visitor experience leveraging East Gippsland's assets				
3.3.1 – Identify and harness economic and social benefit from critical tourism products and experiences which support local regional and state tourism development planning, that enable visitor economy growth, such as the Omeo MTB facilities, Metung Hot Springs, Gippsland Lakes Aquatic Trail, signature walking and cycling trails and other catalyst projects.	Advocate/ Provide	Lead: Economic Development and Tourism Support: Community Facilities and Open Space	Ongoing	Growth in tourism infrastructure in the Shire aligned to Regional and State tourism priorities. Increased visitation and expenditure <i>Source: Internal, Spendmap, NVS/IVS</i>

		Council Enterprises		
3.3.2 – Undertake a review of the Council’s Visitor Information Services and implement priority recommendations.	Provide	Lead: Economic Development and Tourism Support: Community Facilities and Open Space	Years 1 -4	VIC Review completed and priority actions implemented. <i>Source: Internal</i>
3.3.3 – Strengthen collaboration between Council, industry operators and peak tourism bodies to create compelling high yielding tourism products and experiences.	Facilitate/ Provide	Lead: Economic Development and Tourism	Ongoing	Increased average and overall visitor expenditure year on year. <i>Source: NVS/IVS.</i>
3.3.4 – Deliver priority actions from the “East Gippsland Events Growth Action Plan 2021-2026” including event attraction and local event organiser capacity building.	Provide	Lead: Economic Development and Tourism Support: Destination Gippsland / EGMi	Year 1 Ongoing	Increase in tourism focused events in off-peak periods. Increased off peak visitation and expenditure. <i>Source: Internal, NVS/IVS</i>
3.3.5 – Achieve and maintain Global Eco Destination Certification and grow the number of Eco-accredited operators across the region.	Provide	Lead: Economic Development and Tourism	Year 2 Ongoing	Obtain Global Eco Destination Status. # Ecotourism Accredited businesses <i>Source: Eco Tourism Australia.</i>
Strategy 3.4 – Support existing operators and new tourism entrepreneurs				
3.4.1 – Work in partnership with Aboriginal people and organisations in providing appropriate tourism experiences.	Provide	Lead: Economic Development and Tourism	Ongoing	% increase in engagement and participation of first nations people and organisations in tourism ventures/initiatives. <i>Source: Internal, GLAWAC.</i>
3.4.2 – Provide support and resources for the establishment of quality new and expanding tourism enterprises that help build ‘welcoming’ destinations for our visitors.	Provide	Lead: Economic Development and Tourism	Ongoing	An increase in the overall number of tourism business.

		Support: Regulatory and Compliance Services. Community Facilities and Open Space		Improvement in Visitor Satisfaction ratings for East Gippsland. <i>Source: ABS, REMPLAN.</i>
3.4.3 – Provide opportunities for industry to participate in programs around key tourism growth sectors that align to regional and state development plans.	Provide	Lead: Economic Development and Tourism	Ongoing	An increase in tourism operators targeting key growth sectors. <i>Source: Internal, DG</i>

FOCUS AREA FOUR – AN ECONOMY FOR YOUNG AND FUTURE GENERATIONS				
Council action	Council role	Unit(s) responsible	Timeline	Target
Strategy 4.1 – Engage with young people, youth organisations, businesses and social enterprises to understand and address barriers to training and employment.				
4.1.1 – Work with partners to engage with young people, youth organisations and social enterprises to: <ul style="list-style-type: none"> - understand their vision for the future - understand opportunities and address barriers to training & employment - facilitate entrepreneurship education in primary and secondary schools 	Facilitate	Lead: Community Engagement and Resilience Support: People and Capability Economic Development and Tourism	Year 2 Ongoing	# primary and secondary students engaged in entrepreneurial studies. % School leavers engaged in tertiary education, training, or employment <i>Source: Internal, GELLEN.</i>
Strategy 4.2 – Support the development of education and employment pathways in community, industry, Council and partner agencies (as per the EG Framework for Well Placed for Wellbeing)				
4.2.1 – Support the implementation of actions in the “ <i>Framework for Well Placed for Wellbeing</i> ” that boost economic participation and reduce the youth unemployment rate.	Facilitate	Lead: Community Engagement and Resilience. Support: Economic Development and Tourism.	Ongoing	Implementation of the EG “ <i>Well Placed for Wellbeing</i> ”. <i>Source: Internal.</i>
4.2.2 – Implement a Council traineeship and/or work experience program with opportunities offered across the Shire, promote Council employment	Provide	Lead: People and Capability	Year 2 – ongoing	Traineeship program developed and implemented.

opportunities for younger people and encourage other organisations to implement similar programs.		Support: All Council business units		Year on year growth in participation of young people. (details tbc) <i>Source: Internal</i>
4.2.3 – Work in partnership with other agencies to help address barriers to employment.	Facilitate	Lead: Economic Development and Tourism	Ongoing	Reduced unemployment rate for East Gippsland <i>Source: Internal</i>
Strategy 4.3 – Support tertiary and vocational education opportunities (that reach all parts of the Shire) to prepare individuals with requisite education and training to find/retain good and promising jobs in the industries of the future.				
4.3.1 – Support partners to identify and measure current and future labour and skills gaps that without intervention would prevent businesses from sourcing local talent. With partners, present gaps to education providers to highlight opportunities for local skills and training to address future industry needs.	Facilitate / Advocate	Lead: Economic Development and Tourism Support: Community Engagement and Resilience	Year 1 -3	Data on current and forecast labour gaps shared internally and with local education partners. <i>Source: LVA, GELLEN, DESE, Employment Facilitator</i>
4.3.2 – Support the development of local education offerings that align to industry needs including GAG Education Centre, GLAWAC, SEAMAC and/or work coming out of industry transition projects, and others as appropriate.	Facilitate / Advocate	Lead: Economic Development and Tourism Support: Community Engagement and Resilience	Ongoing	Appropriate supports considered and offered as education facilities are explored or progressed <i>Source: Internal</i>
4.3.3 – Advocate for, and support tertiary education, training hubs and programs in East Gippsland.	Facilitate/Advocate	Lead: Community Engagement and Resilience Support: Economic Development and Tourism	Ongoing	Tertiary education providers are engaged in the region and responding to local demand drivers. <i>Source: Internal</i>

FOCUS AREA FIVE – A DIGITAL ECONOMY				
Council action	Council role	Unit(s) responsible	Timeline	Target
Strategy 5.1- Develop business-owner digital skills				
5.1.1 – Support businesses to adapt to and leverage digital technologies to optimise productivity, online presence, and customer service (eg: access new markets, create new products and services) through facilitating training and workshops on new technologies	Provide / Facilitate	Lead: Economic Development and Tourism Support: Bushfire Recovery	Year 1 Ongoing	Number of business owners participating in digital technology skills training programs increases year on year. Annual digital technology forum delivered. <i>Source: EGSC Internal.</i>
Strategy 5.2 – Improve digital infrastructure access.				
5.2.1 – Advocate strongly for improved digital infrastructure as critical economic infrastructure including removal of blackspots, improved speed and bandwidth at peak times.	Facilitate / Advocate	Lead: Bushfire Recovery Support: Economic Development and Tourism	Ongoing	An increase in external investment in improved digital infrastructure. Reduced blackspots resulting in improved connectivity <i>Source: EGSC Internal.</i>
Strategy 5.3 – Implement next-generation technology				
5.3.1 – Support business transition to advanced digital technology including automation and artificial intelligence via connecting them to funding and support programs and services available through other organisations.	Facilitate	Lead: Economic Development and Tourism	Ongoing	Number of local businesses accessing funding for advanced digital technology. <i>Source: EGSC Internal.</i>

FOCUS AREA SIX – ARTS, CULTURE AND HERITAGE				
Council action	Council role	Unit(s) responsible	Timeline	Target
Strategy 6.1 – Grow the connections between arts, culture and heritage networks and individuals, and the business community.				
6.1.1 – Support actions that celebrate, enhance participation and increase the economic benefits of the arts, culture and heritage sector, including actions from the Culture and Creativity-Strategy that links back to economic development.	Provide	Lead: Council Enterprises Support: Economic Development and Tourism Community Engagement and Resilience	Year 1	% jobs growth in the Heritage, Creative & Performing Arts sector. Increased economic contribution of the sector <i>Source: REMPLAN</i>
6.1.2 – Achieve greater activation of the creative sector across the business community and council, such as place activation in retail precincts, public art in accordance with the Culture and Creativity Strategy.	Provide	Lead: Council Enterprises Support: Planning Community Facilities and Open Space Community Engagement and Resilience	Year 2	Increased engagement by Council of artists to support business growth. <i>Source: EGSC Internal.</i>
6.1.3 – Investigate the establishment of an East Gippsland Cultural Festival	Facilitate	Lead: Economic Development Support: Community Engagement and Resilience Council Enterprises	Year 3	Business Plan for an East Gippsland Cultural Festival developed in partnership with local Aboriginal stakeholders.
Strategy 6.2 - Foster artistic ventures and venues that have strong economic outcomes.				
6.2.1 - Support the development of artistic ventures, events, venues and infrastructure that have positive economic outcomes in accordance with the Culture and Creativity Strategy.	Provide / Facilitate	Lead: Community Facilities and Open Space	Ongoing	% jobs growth in the Heritage, Creative & Performing Arts sector.

		Community Engagement and Resilience Support: Economic Development and Tourism Council Enterprises		Increased economic contribution of the sector <i>Source: REMPLAN</i>
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FOCUS AREA SEVEN – ATTRACTIVE PLACE TO LIVE				
Council action	Council role	Unit(s) responsible	Timeline	Target
Strategy 7.1 - Develop and promote our lifestyle strengths to attract and retain skilled workers.				
7.1.1 - Promote key strengths, notably lifestyle and affordability, via a coordinated, modern marketing and PR effort to attract and retain skilled workers in order to address skill gaps and shortages.	Provide	Lead: Economic Development and Tourism Support: EGMi (via Service Agreement)	Ongoing	An increase in the size of the local workforce. Reduction in skilled labour gaps for key industry sectors <i>Source: REMPLAN.</i>
Strategy 7.2 - Support economic, social and cultural activity to revitalise townships across East Gippsland.				
7.2.1 – Update the Bairnsdale Growth Strategy and implement priority actions.	Provide	Lead: Planning Support: Economic Development	Year 1 - Ongoing	Update strategy - Year 1. Implementation Year 3. <i>Source: EGSC Internal.</i>
7.2.2 - Support community placemaking with a focus on aiding local businesses, entrepreneurs, retailers and hospitality venues and street scapes through great urban design and place activation.	Provide	Lead: Planning Assets Planning and Development Support: Community Facilities and Open Space Economic Development and Tourism	Ongoing	An increase in pedestrian traffic in town centres, reduction in vacant shops, and improved results in community survey. <i>Source: EGSC Internal.</i>
7.2.3 – Progress Omeo Futures Plan to build community and business capability ahead of forecast business growth.	Provide / Facilitate	Lead: Economic Development and Tourism Support:	Year 1 Ongoing	Participation and business community engagement Number of new / expanded business developments.

		Community Engagement and Resilience		<i>Source: EGSC Internal.</i>
7.2.4 – Create awareness of Community-owned assets and Social Enterprise opportunities across the region.	Provide	Lead: Economic Development and Tourism	Year 2 Ongoing	# Community members engaged in initiatives <i>Source: EGSC Internal.</i>
7.2.5 – Develop an East Gippsland Community Wealth Building Plan	Provide	Lead: Economic Development and Tourism Support: Community Engagement and Resilience	Year 3	Community Wealth Building Plan developed for East Gippsland <i>Source: EGSC Internal.</i>
Strategy 7.3 - Increase the supply of housing for the attraction and retention of critical workers for a deep pool of skilled and unskilled workers.				
7.3.1 - Leverage land use planning to facilitate high-quality, sustainable housing development which incorporate Environmentally Sustainable Design (ESD) principles.	Facilitate	Lead: Planning	Ongoing	An increase year on year in development and sub-division approvals that meet quality and sustainability benchmarks. <i>Source: EGSC Internal.</i>
7.3.2 – Deliver the East Gippsland Housing and Settlement Strategy and commence implementation of key actions including: <ul style="list-style-type: none"> • housing for key industry sectors such as agriculture and health • land supply and demand for residential housing • social and affordable housing options 	Provide Advocate	Lead: Planning Support: Economic Development and Tourism	Year 1-3	Strategy adopted by Council. Action KPI's tbc upon completion of Strategy. <i>Source: EGSC Internal.</i>
Strategy 7.4 - Attract investment in health care to improve services, wellbeing and create local employment				
7.4.1 - Implementation priority actions of the “Well Placed for Wellbeing Framework” which deliver sustainable economic benefit.	Provide	Lead: Economic Development and Tourism Support: Community Engagement and Resilience	TBC	Implementation of priority actions of <i>Framework for Well Placed for Wellbeing</i> <i>Source: EGSC Internal</i>

7.4.2 - Facilitate the attraction and retention of skilled health professionals.	Facilitate/ Advocate	Lead: Economic Development and Tourism Support: Community Engagement and Resilience <i>BRHS and other health services, EGMi.</i>	Ongoing	Advice and support provided to health professionals and their families considering a move to East Gippsland. <i>Source: EGSC Internal, EGMi</i>
7.4.3 – Promote and advocate for investment in health infrastructure that meets the needs of the community.	Advocate	Lead: Economic Development and Tourism Support: Community Engagement and Resilience <i>EGMi (Service Agreement)</i>	Ongoing	State and Commonwealth Government advocacy undertaken. Investment opportunities promoted through Invest East Gippsland Website.
Strategy 7.5 - Strengthen the network of services, including public transport, to effectively connect people to jobs and opportunity				
7.5.1 - Advocate for increased access to land transport to and within East Gippsland that supports business and industry, such as roads, freight hubs, and facilities for electric vehicles and public transport.	Advocate	Lead: Works Support: Community Engagement and Resilience Economic Development and Tourism Planning Sustainability and Waste Minimisation	Ongoing	An increase in transport infrastructure investment into the Shire. <i>Source: EGSC Internal.</i>
7.5.2 - Explore opportunities for air services and route development to connect the region to capital cities.	Facilitate / Advocate	Lead: Works Support: Economic Development and Tourism	Year 1 to 4	Feasibility of the Bairnsdale Airport upgrade undertaken. Business case for commercial flights to MEL & SYD completed. <i>Source: EGSC Internal.</i>

FOCUS AREA EIGHT – CLIMATE LEADERS				
Council action	Council role	Unit(s) responsible	Timeline	Target
Strategy 8.1 Build business resilience to natural hazards including drought, fire, flood, sea level rise.				
8.1.1 - Implement the climate adaptation and resilience actions relating to business and industry from the <i>Environmental Sustainability Strategy 2022-2032</i> .	Provide	Lead: Economic Development and Tourism Support: Sustainability and Waste Minimisation	Ongoing	Reduction in the proportion of commercial, industrial, and agricultural land that are uninsurable for natural disasters. <i>(Work underway to determine specific measures)</i> <i>Source: EGSC Internal</i>
8.1.2 - Work with industry sectors and businesses to ensure better natural disaster preparedness and risk reduction.	Provide	Lead: Economic Development and Tourism Support: Emergency Management Sustainability and Waste Minimisation Planning	Year 1 (audit) Ongoing	Audit of businesses with disaster/risk mitigation plans in place complete. Increase in # of businesses with disaster/risk mitigation plans. <i>Source: EGSC Internal</i>
Strategy 8.2 - Foster, encourage, lead and mentor excellence in industry and business leaders to transition to low carbon economy (in pursuit of net zero by 2050)				
8.2.1 - Support business (including agriculture sector) to optimise opportunities to benefit from energy and other transitions associated with a changing climate.	Provide	Lead: Economic Development and Tourism Support: Sustainability and Waste Minimisation	Ongoing	Number of businesses supported. <i>Source: EGSC Internal.</i>
8.2.2 - Advocate for funding for programs and initiatives that create jobs and pursue net zero and climate resilience.	Advocate	Lead: Sustainability and Waste Minimisation Support: Economic Development and Tourism	Ongoing	An increase in external funding from external forces flowing to local businesses and initiatives that align to the strategy. <i>Source: EGSC Internal.</i>

8.2.3 - Support programs that incentivise farming practices which reduce greenhouse gas emissions and enable participation in carbon markets, whilst improving productivity.	Facilitate	Lead: Economic Development and Tourism Support: Sustainability and Waste Minimisation	Ongoing	Number of farmers participating in workshops and programs. <i>Source: Internal.</i>
Strategy 8.3 - Use mitigation and adaptation activities to create local employment opportunities.				
8.3.1 - Review Council's procurement policies to further elevate support of businesses with demonstrated environmental sustainability credentials.	Provide	Lead: Procurement Support: Assets and Projects Sustainability and Waste Minimisation	Year 1	Procurement policies revised to reflect supplier weighting in support of environmentally sustainably businesses. <i>Source: Internal.</i>
8.3.2 – Expand and promote access to an Environmental Upgrade Financing Scheme (Better Building Finance) and leverage for local employment.	Provide	Lead: Sustainability and Waste Minimisation Support: Economic Development and Tourism Finance	Year 2 - 4	EUF scheme expanded and applications increasing year on year. <i>Source: Internal</i>

FOCUS AREA NINE - A CIRCULAR ECONOMY				
Council action	Council role	Unit(s) responsible	Timeline	Target
Strategy 9.1 Understand and build awareness of opportunities for circular economy in the local business community.				
9.1.1 - Improve education and information collection to inspire innovation and guide investment in the circular economy by the local business sector.	Provide	Lead: Sustainability and Waste Minimisation Support: Economic Development and Tourism	Year 1	Information and education opportunities are shared with the business community on regular basis. Annual workshop held with circular economy experts and local industry leaders. <i>Source: Internal.</i>
Strategy 9.2 Support circular economy initiatives and investment.				
9.2.1 - Investigate the opportunities and implications for circular economy initiatives for local economic and industry benefit.	Advocate/Facilitate	Lead: Sustainability and Waste Minimisation Support: Economic Development and Tourism	Year 2	Funding attracted for circular economy infrastructure. New circular economy enterprises established locally. <i>Source: Internal.</i>
9.2.2 – Advocate for a circular economy information exchange and trading platform	Advocate	Lead: Sustainability and Waste Minimisation Support: Economic Development and Tourism	Ongoing	Development of a CE trading platform. <i>Source: Internal.</i>
9.2.3 – Promote circular economy initiatives and investment opportunities via Invest East Gippsland Website and other channels	Facilitate	Lead: Economic Development and Tourism Support: Sustainability and Waste Minimisation EGMI (via Service Agreement)	Year 1 Ongoing	Marketing and communications plan in place and activated. Opportunities promoted via Invest East Gippsland Website
Strategy 9.3 increased use of recycled materials by building demand and creating local markets for recycled products and waste				

9.3.1 - Review Council procurement and capital works program to support the use of recycled products.	Provide/ Advocate	Lead: Procurement Support: Sustainability and Waste Minimisation Assets Planning and Development	Year 1 and ongoing	Procurement policies revised. Increased use of recycled product in Council capital works and by Council in general <i>Source: EGSC Internal.</i>
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6 Urgent and Other Business

7 Confidential Business

Council will close the meeting to the public in accordance with the provision of section 66(2) of the *Local Government Act 2020* to consider the following list of items:

7.1 Notice of Rescission - Audit and Risk Committee Appointment

Under section 66(2) of the *Local Government Act 2020* a meeting considering confidential information may be closed to the public. Pursuant to sections 3(1) and 66(5) of the *Local Government Act 2020*, the information contained in this report is confidential because it contains personal information that would, if released, result in the unreasonable disclosure of information about personal affairs.

7.2 Gippswide Procurement Withdrawal

Under section 66(2) of the *Local Government Act 2020* a meeting considering confidential information may be closed to the public. Pursuant to sections 3(1) and 66(5) of the *Local Government Act 2020*, the information contained in this report is confidential because it contains private commercial information, which if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

7.3 Home and Community Care Funding Agreements

Under section 66(2) of the *Local Government Act 2020* a meeting considering confidential information may be closed to the public. Pursuant to sections 3(1) and 66(5) of the *Local Government Act 2020*, the information contained in this report is confidential because it contains Council business information being information that would, if released, prejudice the Council's position in commercial negotiations.

7.4 Provision of Mental Health and Wellbeing Services - Resilience and Recovery Funding

Under section 66(2) of the *Local Government Act 2020* a meeting considering confidential information may be closed to the public. Pursuant to sections 3(1) and 66(5) of the *Local Government Act 2020*, the information contained in this report is confidential because it contains Council business information being information that would, if released, prejudice the Council's position in commercial negotiations.

8 Close of Meeting