

# Strategic Plan

2021 - 2025



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## Indigenous acknowledgement

The ERG recognises the traditional custodians of the land we call the eastern region. We acknowledge their rich cultural heritage and spiritual connection to the land. We pay our respects to their Elders past, present and emerging and value their ongoing contribution to the cultural heritage of the region.

# Background & context

## The Eastern Region Group

The Eastern Region Group of Councils (ERG) comprises six local government authorities of eastern Melbourne - Knox, Manningham, Maroondah, Monash, Whitehorse and Yarra Ranges. ERG councils collaborate and partner on shared priorities through advocacy, integrated planning, shared services and joint procurement to benefit the communities of the region. Our vision for the ERG is to be a catalyst for collaborative action and a trusted voice on regionally significant matters. Our mission is to work together to make lives better, create better places and deliver better performance across all councils.

**Our vision for the region is to be a connected, healthy, sustainable and prosperous region.**

### Our focus

We work towards our vision through a focus on four strategic pillars:

- **Our communities** - improved health, wellbeing and social connectedness
- **Our environment** - sustainable living and access to nature
- **Our economy** - a connected, competitive, diverse and prosperous region
- **Our infrastructure and buildings** - promote social cohesion, health and equality of opportunity

### Our organising principles

#### To be successful we will:

- Undertake activities that benefit all councils
- Reduce duplication
- Avoid competing interests/tensions
- Only take on projects that are supported and achievable

#### to contribute towards:

- Better community outcomes
- Enhanced value through shared resources
- A strengthened voice through strong and clear messaging
- Economic benefits through scale, capital return, or increased external funding

These organising principles inform the criteria we use to identify our priorities and actions.

### COVID Recovery

Consistent with cities globally, we are working towards the swiftest and strongest possible recovery for our communities. The C40 Mayors Agenda for a clean and just recovery identifies that *“the global pandemic has exacerbated a wider social and economic crisis, which has fundamentally altered societies everywhere. The measures taken to contain COVID-19 are estimated to have wiped out 400 million full-time jobs in the second quarter of 2020, resulting in a 14% contraction in working hours compared with pre-crisis levels (at the end of 2019)<sup>1</sup>.”*

While Australia has fared well globally, for the eastern region some areas have been disproportionately impacted. Over the year since the COVID-19 pandemic began, the outer east suffered the second largest year on year fall in the number (and third highest percentage loss) of people employed out of all regions in Victoria. The importance of local connections and being able to access jobs, services and amenities close to home has never been greater.

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<sup>1</sup> <https://www.c40.org/other/agenda-for-a-green-and-just-recovery>



## The Eastern Region

959,103

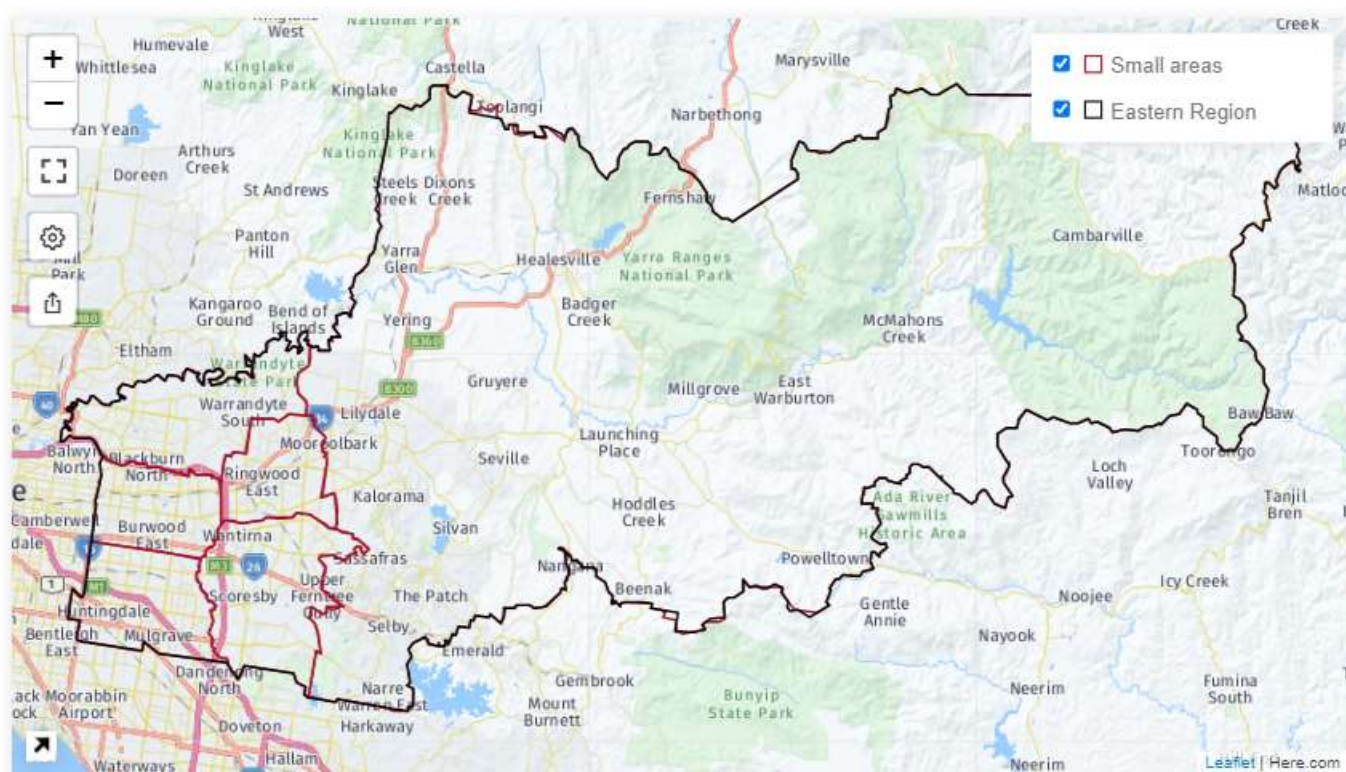
ABS ERP 2020

290,105

ha (2,901 Km<sup>2</sup>)

3.31

persons per hectare



Compiled and presented in profile.id by .id (informed decisions)

The region extends from 15km to Melbourne's CBD eastwards into the Yarra and Dandenong Ranges. It is a major population centre with a significant industry base with specialisations in advanced manufacturing, wholesale /distribution, health services, education (including Universities and TAFE institutes), as well as retail, tourism and other service industries.

There are almost 1 million residents, 20 per cent of Melbourne's total metropolitan resident population. Over 75,000 businesses create 350,000+ jobs. The gross revenue or total sales/income generated in the region is estimated at \$98,868.937 million<sup>2</sup>. The region's Gross Regional Product (GRP) was \$55,333M in 2019.

The manufacturing sector is of greatest value but not the largest employer. The top five employing industries are health care & social assistance; retail trade; education & training; manufacturing; and construction.

	ERG total	Knox	Manningham	Maroondah	Monash	Whitehorse	Yarra Ranges
<b>Population</b>	959,103	165,147	128,929	119,401	204,936	180,735	159,462
<b>Jobs</b>	365,398	66,244	30,572	44,187	145,328	72,416	41,700
<b>Businesses</b>	75,342	13,860	14,048	9,000	22,096	16,784	13,400
<b>GRP <a href="#">(SGS)</a></b>	\$58,970M*	\$8.839M	\$4,085M	\$5,384M	\$16,811M	\$10,552	\$4,896M
<b>Council budget</b>	\$1.05B	\$174M	\$126M	\$157M	\$191M	\$205M	\$193M

*Table 1 Summary of ERG region council population, number of jobs, businesses and economic output in 2019*

<sup>2</sup> REMPLAN <https://login.remplan.com.au/economy/>

# Strategic Priorities

The challenges of COVID-19 have strengthened our communities' connections to their local area, and so the concept of the 20 minute neighbourhood underpins many of our priorities and actions. Improving access to services, access to safe footpaths and trails, and increasing job choices closer to home are central to achieving our vision of a connected, healthy, sustainable and prosperous region.

Over the next four years we will draw on our shared strengths - knowledge, experience and data to address challenges around four areas or pillars: community, environment, economy and infrastructure.

## Regional outcomes

## Objectives



### Our communities

More resilient and cohesive, communities who enjoy an improving quality of life, with better health and wellbeing and great access to services.



### Our Environment

A region known for its environmental stewardship and regional responses to sustainability (water, waste, energy and emissions), with spaces for people and nature, and where healthy ecosystems support healthy people and growing economies.



### Our Economy

Diverse local employment opportunities support an adaptable workforce, ready for the jobs of the future who enjoy a connected, competitive, diverse and prosperous future.



### Our Buildings & Infrastructure

Our buildings and infrastructure promote social cohesion, support equality of opportunity, resource efficiency and health in a region that's easy to get around and where active or public transport is preferred for short distances.



### Our Operations

Our mission is to work together to make lives better, create better places and deliver better performance across all councils. The ERG is a catalyst for collaboration and a trusted voice on regionally significant matters.

1. Empower communities to take active responsibility for their own and each other's wellbeing, safety and health
2. Respond to homelessness and increase social housing supply
3. Tackle family violence, mental health and social inclusion
4. Create opportunities for inclusive, creative and cultural experiences
5. Improve pathways to employment for youth and over 50's across key sectors in our region
6. Urban greening and increased canopy trees for shade, clean air and high amenity 20-minute neighbourhoods
7. Reduce regional emissions to support global emissions reduction aligned with the Paris Agreement
8. Increase active transport and accelerate roll-out of electric vehicles
9. Seek funding for councils to replace cost-shared street lights and implement smart city technologies
10. Improve recycling and waste management through education, joint procurement and new technologies
11. Encourage working locally to retain local economic benefits and reduce congestion
12. Support regional economic development and investment attraction through data, analysis and research
13. Utilise shared service opportunities to support economic growth, Better Approvals, and deliver campaigns
14. Improved transport options, integration and service levels through bus service network reviews, and addressing missing rail and service links
15. Coordinate land use planning to deliver sustainable, resilient, adaptable and healthy buildings and increased social and affordable housing
16. Explore options to improve the contribution of planning and building systems to climate resilience and ESD
17. Strong engagement and productive working relationships with members, and with groups active in the region and stakeholders critical to our success.
18. Clear communication with members and stakeholders
19. Good governance and management of ERG resources

## Our Communities

Improving community health and wellbeing is central to diverse, inclusive and successful communities that are better able to withstand major shocks and stresses. Equity of access to opportunity and addressing hardship and disadvantage builds social cohesion, increases community safety and reduces conflict, and improves employment and life outcomes.



**We want to achieve More resilient and cohesive, communities who enjoy an improving quality of life, with better health and wellbeing and great access to services.**

### Regional objectives

1. Empower communities to take active responsibility for their own and each other's wellbeing, safety and health
2. Respond to homelessness and increase social housing supply
3. Tackle family violence, mental health and social inclusion
4. Create opportunities for inclusive, creative and cultural experiences
5. Improve pathways to employment for youth and over 50's across key sectors in our region

### Key Partners

- Community Service Directors
- Eastern Affordable Housing Alliance (EAHA)
- South Eastern Volunteers
- Eastern Health
- Eastern Access Community Health (EACH)
- Eastern Metropolitan Partnership
- Eastern Volunteers

### Be Kind campaigns

**Yarra Ranges was an early adopter of the Be Kind initiative, quickly extending it to include: Be Kind to Business, Be Kind to Others and Be Kind to Yourself supported by resources and interactive media.**

Working together, the initiative quickly extended across Melbourne's East reinforcing key messages and providing a consistent look and feel to councils' range of support services and activities. The program provided a range of coordinated support to the community during the unprecedented and difficult pandemic - making sure that help was available to those people who needed it most.



#### Be Kind Yarra Ranges

YouTube · Yarra Ranges Council  
16 July 2020



#### Yarra Ranges Council - Be Kind Yarra Ranges

Facebook  
16 July 2020



#### Be Kind to Business in five simple steps

Facebook  
9 July 2020

## Our Environment

Globally there is significant concern about the future of the planet and the need to address climate change for sustainable living. Human activity has become the leading cause of climate change causing hotter drier summers, droughts, bushfires and more extreme weather events. Resource conservation and climate action can also help accelerate economic recovery and enhance social equity. Access to clean air, water and to nature are central to health and wellbeing.



**We want to be a region known for its environmental stewardship and regional responses to sustainability (water, waste, energy and emissions), with spaces for people and nature, and where healthy ecosystems support healthy people and growing economies.**

### Regional objectives

6. Urban greening and increased canopy trees for shade, clean air and high amenity 20-minute neighbourhoods
7. Reduce regional emissions to support global emissions reduction targets aligned with the Paris Agreement
8. Increase active transport and accelerate roll-out of electric vehicles
9. Seek funding for councils to replace cost-shared street lights and implement smart city technologies
10. Improve recycling and waste management through education, joint procurement and new technologies

### Key Partners

- Eastern Alliance for Greenhouse Action (EAGA)
- Integrated Water Management Forum
- Metropolitan Waste and Resource Recovery Sub-group (MWRRG sub-group)
- Sustainability Victoria
- Eastern Region Trails Working Group

### Australian-first collaboration will accelerate emissions reduction

**Greenhouse alliances have taken collaboration to another level with ground-breaking national negotiations towards significant financial savings and emission reduction.**

The coordinated negotiation by councils led by EAGA, GMCA, SECCCA and Ironbark with AusNet Services has secured a \$6.9M towards the upgrade of old mercury vapour lights to LEDs, reducing emissions by 220,000 tonnes over 20 years and adding to the \$22M in savings to date through the 2016-21 EDPR submission. Victorian Greenhouse Alliances led [two sector-wide submissions](#) to the Australian Energy Regulator (AER) which will save EAGA councils \$1.8M by 2026 and \$3.8M thereafter. See council savings [estimates here](#). This also improves the business case for major roads lighting upgrades.





## Our Economy



The region's economy is significant and diverse. In our activity centres and across specialised activity clusters are 16 per cent of Greater Melbourne's jobs that contribute around \$57 million in Gross Regional Product (GRP). Our regional economy enjoys well-developed infrastructure and access to a highly skilled workforce. A growing number and diversity of local jobs and businesses are needed to sustain local communities and support a high quality of life. Resource conservation and climate action can stimulate the uptake of new technologies as well as the creation of new industries and jobs.

**We want to ensure that diverse local employment opportunities support an adaptable workforce, ready for the jobs of the future who enjoy a connected, competitive, diverse and prosperous future.**

### Regional objectives

11. Encourage working locally to retain local economic benefits and reduce congestion
12. Support regional economic development and investment attraction through data, analysis and research
13. Utilise shared service opportunities to support economic growth, Better Approvals, and deliver campaigns

### Key Partners

- Melbourne's East Regional Economic Development Group (MEREDG)
- Local Learning and Employment Networks (LLENS)
- Secondary and Tertiary education sectors
- SEMMA
- NORTH Link

## "Engage. Innovate. Create" - VMS19 at Knox

**Victorian manufacturing is world class and Melbourne's east is a key player .**

Showcasing Victoria's manufacturing and its strong roots in the region, Melbourne East Regional Economic Development Group (MEREDG) worked with the Victorian Government and the Industry Capability Network to host the Victorian Manufacturing Showcase 2019.

The Minister for Jobs, Innovation and Trade, the Hon. Martin Pakula took time to meet many of the 100 businesses on show. 70 students from Monash Tech School were able to see a Kenworth truck, made in the Bayswater Business Precinct, intricate metalwork of Knox based firms Catten Industries and New Touch and explore the myriad of employment pathways and opportunities related to their studies in STEM (Science, Technology, Engineering and Mathematics).

MEREDG supports collaboration, business support training, and advocacy for essential economic infrastructure and the leading industry sectors across the region.





## Our Infrastructure & Buildings

Covid restrictions and a growing population have increased demands on public spaces and changed the way we move around. Active local centres support our economic, social and cultural activities essential for high levels of amenity and to achieve a region of 20-minute neighbourhoods. Transport connections across the region have not kept pace with needs and must improve to enable equitable access to jobs and services. For now, investment in bus services is a practical and cost-effective way to address the need for people to access work, study and services.



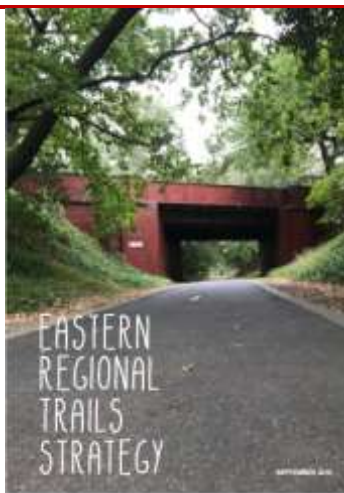
**We want our buildings and infrastructure to promote social cohesion, support equality of opportunity, resource efficiency and health in a region that's easy to get around and where active or public transport is preferred for short distances.**

### Regional objectives

14. Improved transport options, integration and service levels through bus service network reviews, and addressing missing rail and service links
15. Coordinate land use planning to deliver sustainable, resilient, adaptable and healthy buildings and increased social and affordable housing
16. Explore options to improve the contribution of planning and building systems to climate resilience and ESD

### Key Partners

- |   |   |                                      |
|---|---|--------------------------------------|
| ➤ Eastern Transport Coalition (ETC)             | ➤ Eastern Alliance for Greenhouse Action (EAGA)               | ➤ SEMCAM (asset managers)            |
| ➤ Eastern Region Trails Working Group (ERTWG)   | ➤ Council Alliance for Sustainable Built Environments (CASBE) | ➤ Infrastructure Victoria            |
| ➤ Homelessness and Social Housing Charter Group |   | ➤ Department of Transport            |
|   |   | ➤ Victorian Planning Authority (VPA) |



### World-class regional trails network

**Taking a regional approach to establishing a world class network of trails for walking, cycling and even horse riding, the Eastern Region Trails Strategy provides a strong basis for coordinated council action and advocacy to address gaps in the network and to support marketing and promotional activities.**

Significant progress has been made with over \$5.59M invested in 54.5 km of trails. A priority initiative is marketing the Melbourne to Warburton Trail - just 10 per cent (or 45,000) more visitors would increase network users to 1.5 million by June 2023, creating a total economic benefit of \$4.716M with long term job creation for 34 people.

# How we work



**The ERG facilitates collaboration and partners with government, industry, academia and community sectors on major issues of mutual benefit and / or regional need. We complement without duplicating the work of the many other regional groups.**

**Our mission is to work together to make lives better, create better places and deliver better performance across all councils. The ERG is a catalyst for collaboration and a trusted voice on regionally significant matters.**

Collaboration and partnership are critical to how we work. Our approach is informed by our level of concern, control or influence. Many areas impacting the region involve shared responsibilities, while other areas are beyond local government's direct control. Our responses range from awareness raising to direct action and fall into four areas.

## **ERG actions support:**

- Integrated Planning (built and social)
- Shared Services
- Advocacy
- Joint Procurement

## **Prioritisation criteria**

Our Strategic Plan is implemented through a small number of regional actions that are prioritised annually from a rolling list according to the following criteria:

- Is it a big issue for the region (impacting / benefitting all councils)?
- Will this lead to better community outcomes?
- Is it achievable – will we make a difference?
- Will we create shared value for ERG councils?
- Will we reduce duplication / competition?

## **Our Operations**

### **Operational objectives**

17. Strong engagement and productive working relationships with members, and with groups active in the region and stakeholders critical to our success.
18. Clear communication with members and stakeholders
19. Good governance and management of ERG resources

### **Ongoing actions**

- Deliver effective ERG meetings, CEO meetings and project activity meetings
- Ensure regular communications with members through meeting papers, Annual Report, website and other channels to maintain a strong regional identity.
- Coordinate and support strategic and opportunistic advocacy with stakeholders for regional priorities
- Foster productive relationships with key stakeholders, including the Minister for Local government and local state and federal members of parliament

# Regional action summary: 2021 - 2025

#	Action	Year				Key partner	Project type					Strategic Alignment			
		1	2	3	4		JP - Joint Procurement SS - Shared Services IPB / IPS - Integrated Planning Social / Built Ad - Advocacy					Community (social)	Economy	Environment	Built Infrastructure
							JP	SS	IPS	IPB	AD				
1	Regional economic development & investment attraction strategy					MEREDG							✓		
2	Transforming movement around the east					ETC							✓		✓
3	Regional Sport & Recreation Infrastructure Strategy 2021- 2030					SRV						✓			✓
4	Advocacy - election, targeted and opportunistic					various						✓	✓	✓	✓
5	Accelerate joint procurement					LGV						✓	✓	✓	✓
6	Reconciliation Advisory Group and Action Plans					AAV						✓			
7	Eastern Region Land Use Framework Plan					EMP							✓		✓
8	Promote trails for tourism, health and movement					ETC						✓	✓		✓
9	Housing needs and site identification					EAHA						✓			✓
10	Regional road, rail & bus priorities					ETC									✓
11	Council data used Smarter											✓	✓	✓	✓
12	Deliver shared services incl. 'back of house', joint procurement, transformation											✓	✓	✓	✓
13	Support sustainable living and business - focus on waste					EAGA							✓		
14	Reduce energy use and GHG emission					EAGA						✓	✓	✓	✓
15	Review and update Strategic Plan					various						✓	✓	✓	✓
16	Council Elections 2024											✓			
17	Council Plans 2025											✓	✓	✓	✓
18	ERG operations - Deliver ERG meetings, CEO meetings. project support & Annual Report - Communicate with members regularly & maintain website and social media - Coordinate and support strategic and opportunistic advocacy - Foster productive relationships with key stakeholders					various						✓	✓	✓	✓

ERG discrete project
  Implementation / monitoring project outcomes
  Ongoing / BAU activity



## Detailed Actions

#	Action	Detail	Year
1	<b>Regional economic development &amp; investment attraction strategy</b>  ERG led Project	This project will undertake joint research into the regional economy, including impacts of COVID on major industry sectors to develop strategies to support recovery, identify and leverage areas of strength and opportunities to grow and add value towards our preferred future jobs profile. Ensure the report is a strong input to council reviews/development of economic development strategies and supports investment attraction. Utilise the process to engage with major sector employers, Universities and government, in particular the EPWG who have collated baseline data relevant to the study (Dan Nichols - data & strategy)	1
2	<b>Transforming movement around the east</b>  ERG led Project	Major transport projects such as Level Crossing Removals, North East Link and the Suburban Rail Loop when considered together have the potential to fundamentally change how people can move around Melbourne's east. We want to ensure that the significant opportunities for mode shift to sustainable / active travel, economic uplift and value capture and placemaking are realised. This project will create the vision of an integrated transport system for Melbourne's east in 2040 in a low carbon world, with on-demand and autonomous vehicles that anchor and enable 20-minute neighbourhoods and facilitate a network of movement options (anywhere to anywhere) to inform government and private sector investment.	2
3	<b>Regional Sport &amp; Recreation Infrastructure Strategy 2030</b>  ERG led Project	Support ERG councils refresh the 2016 <a href="#">Melbourne East Regional Sport &amp; Recreation Strategy</a> to: <ul style="list-style-type: none"> <li>- accommodate increasing demand for stadium sport</li> <li>- improve participation for all genders and abilities</li> <li>- identify opportunities to share or better use facilities regionally</li> <li>- engage with the Education Department regionally to identify shared priorities</li> </ul> Advocate for funding to deliver regional priorities	1
4	<b>Advocacy - election, targeted and opportunistic</b>  ERG BAU / Project	Develop a strategy to advance identified advocacy priorities with a focus on the 2021/22 Federal election and the 2022 State budget and election Work with regional groups to align priorities and advocacy efforts and support others' advocacy campaigns: <ul style="list-style-type: none"> <li>- Mental Health - access, wait times and service level gaps across the east</li> <li>- Community safety &amp; inclusion; Gambling Alliance</li> <li>- Understanding of community housing to support Big Build roll out</li> </ul>	1
5	<b>Accelerate Joint Procurement</b>	<ul style="list-style-type: none"> <li>- Finalise and implement the Eastern Region Procurement Framework and demonstrate collaborative (joint) procurement and shared services</li> </ul>	1

	ERG led Project	<ul style="list-style-type: none"> <li>- Analyse data, develop roadmap and report twice a year to the ERG on progress, benefits realized, upcoming contract renewals and opportunities for collaboration</li> <li>- Seek co-contributions towards a project support officer</li> </ul>	
6	<b>Reconciliation Advisory Group and Action Plans</b> BAU	Explore regional engagement with Indigenous communities through a Regional advisory/reference group to support Reconciliation Action Plan development and implementation	1
7	<b>Eastern Region Land Use Framework Plan</b> BAU	This plan is being led by the Eastern Metropolitan Partnership and remains in draft. To effectively monitor progress and facilitate input to the draft Framework Plan we need to have a coordinated response, informed by Council Plans. ERG will coordinate regional input and advocate for resources to support implementation of regional priorities.	1
8	<b>Promote trails for tourism, health and movement</b> BAU	Build support for flagship trails (Melbourne to Warburton etc) and promote hidden gems through marketing and promotion. Seek funding to build missing links and improve trails across the region.	1
9	<b>Housing needs and site identification</b>  ERG with EAHA	Work with the Charter group of councils to explore application of the EAHA/Knox Housing Needs analysis methodology region-wide to understand and quantify specific local housing needs. Facilitate site identification and opportunities for social housing in areas of greatest need. Advocate for mandatory contributions towards affordable and social housing through mechanisms such as Inclusionary Zoning.	1-2
10	<b>Regional road, rail &amp; bus priorities</b>  ERG - ETC led	Work with the ETC and Infrastructure Directors to develop strategies and advocate to: <ul style="list-style-type: none"> <li>- Improve access, connectivity and levels of service for increased public transport patronage</li> <li>- Leverage better place and connectivity outcomes from major projects such as the SRL</li> <li>- Identify and fund major regional road improvements</li> <li>- Increase regional funding for local road safety and to support sustainable transport / 20-minute neighbourhoods</li> <li>- Address missing rail links and upgrades (e.g. rail to Rowville, Doncaster &amp; Knox)</li> <li>- Support the bus service review - increase in bus routes/service levels particularly for key routes linking Latrobe, Deakin, and Monash Uni; the NS oval route and to connect to the SRL</li> </ul>	1-2
11	<b>Council data used Smarter</b>  BAU	Post COVID and with the loss of local papers communication and engagement has become more challenging. There is an opportunity to better use technology to capture data, seek feedback, provide targeted information and utilise the expertise of segments of the community more effectively. Investigate and support more effective engagement and communications through a regional approach to the use of technology and council data to support effective and targeted community engagement.	1

<b>12</b>	<b>Deliver shared services and shared 'back of house' services / joint procurement &amp; transformation</b>  ERG BAU / Project	<p>Initiate a business transformation network with an annual project nomination/pitch to ERG CEOs for support with a target of 3 pilots / proof of concept per year.</p> <p>Support working groups through benchmarking, convening and research</p> <p>Consider:</p> <ul style="list-style-type: none"> <li>- Payroll; Training; Legal advice; Insurance; Internal Audit</li> <li>- After-hours services / customer service</li> <li>- Workforce planning; Employee assistance programs; recruitment</li> <li>- Hubs for shared skills to support integrated planning;</li> <li>- Back end support to community service providers</li> </ul> <p>Service areas such as:</p> <ul style="list-style-type: none"> <li>- School crossing supervisors: Knox and Yarra Ranges pilot NFP community model</li> <li>- Animal shelter: Animal control.</li> <li>- Food safety and health (inspections; policies; staff).</li> <li>- Street sweeping and similar services.</li> <li>- Integrated regional library administration</li> </ul>	2
<b>13</b>	<b>Support sustainable living and business</b> ERG led Project	Planning for FOGO - develop a common approach, engage with the MWRRG and seek funding from Sustainability Victoria or other source to support programs that increase recycling, reduce contamination and drive innovation (e.g. waste to energy)	2
<b>14</b>	<b>Reduce energy use and GHG emission</b> BAU - EAGA led	Support and build on EAGA led examples: PPA, solar/wind farms, road lighting, Solar savers (noting Manningham exploring solar over carparks; Knox and Yarra Ranges exploring solar over landfill) Advocacy for national policy responses to support energy efficiency and emissions reduction	On-going
<b>15</b>	<b>Review and update ERG Strategic Plan</b> ERG led project	Further develop the multi-council and stakeholder vision for the Eastern Region through the regular update and review of the 4 year ERG Strategic Plan. Close out progress with member councils and present draft strategy to new members post 2024 elections. Explore opportunities for integrated planning and major capital investment such as through City Deals.	3
<b>16</b>	<b>Council Elections 2024</b> ERG led Project	Encourage collaboration to support Council elections, including candidate information, communications, elections and on-boarding activities	4
<b>17</b>	<b>Council Plan 2025</b> ERG led Project	Council Plan - joint research, using latest census data to inform the Council Plans 2025 - 2039	4
<b>18</b>	<b>Ongoing operational actions</b> BAU	<ul style="list-style-type: none"> <li>- Deliver ERG meetings, CEO meetings. project support &amp; Annual Report</li> <li>- Communicate with members regularly &amp; maintain website and social media</li> <li>- Coordinate and support strategic and opportunistic advocacy</li> <li>- Foster productive relationships with key stakeholders</li> </ul>	On-going