



# **Council Plan Progress Report – Quarter One 2022-23**

**Period ending 30 September 2022**

# Contents

|                                                                                                           |    |
|-----------------------------------------------------------------------------------------------------------|----|
| Major Initiatives                                                                                         | 3  |
| 1. An inclusive and caring community that respects and celebrates diversity                               | 5  |
| 2. Planning and infrastructure that enriches the environment, lifestyle, and character of our communities | 13 |
| 3. A natural environment that is managed and enhanced                                                     | 24 |
| 4. A thriving and diverse economy that attracts investment and generates inclusive local employment       | 32 |
| 5. A transparent organisation that listens and delivers effective, engaging, and responsive services      | 40 |

## Front cover image

Council developed an advertisement featuring CEO Anthony Basford and staff, highlighting that targeted verbal and physical abuse, threats and disrespectful behaviours as unacceptable conduct which can have a major impact on our staff.

## Acknowledgement of Country

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

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

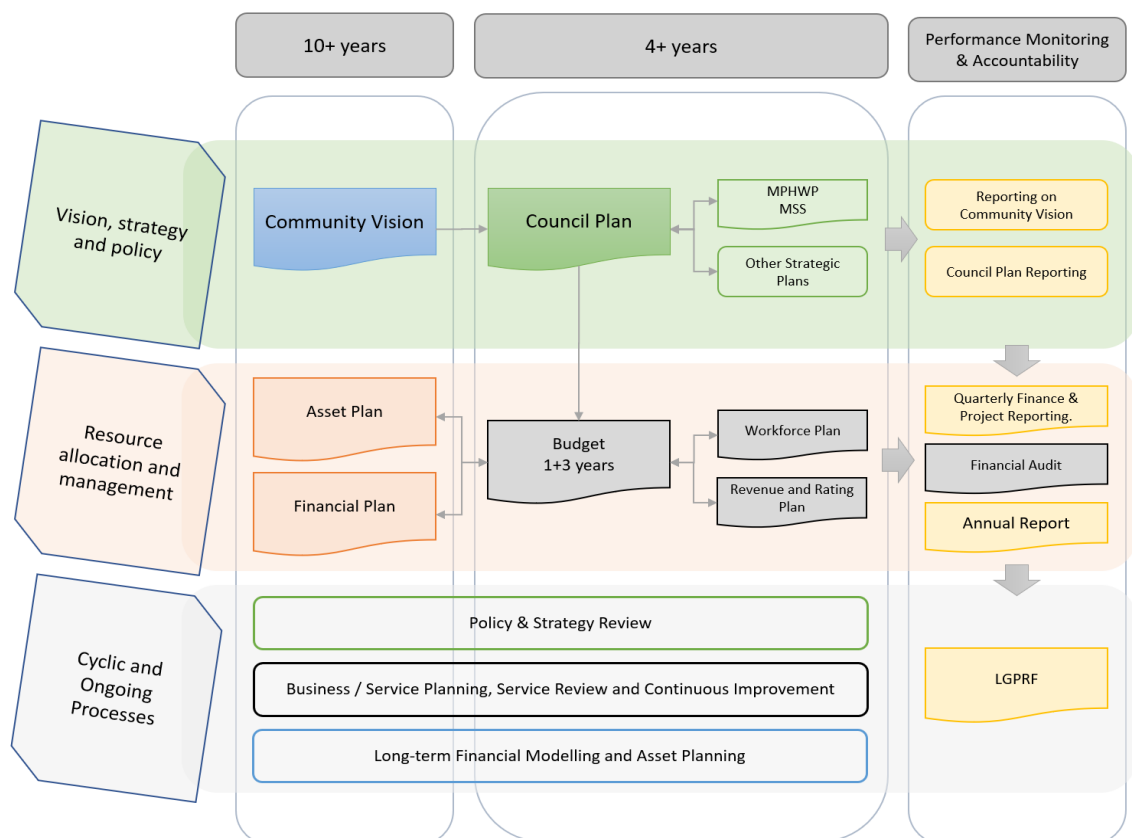
## Our Vision

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 Planning Framework

Our Strategic planning framework shows how Our Community Vision 2040 will be delivered through the Council Plan, the Budget and other Council Plans and Strategies.

The Quarterly Council Plan Progress Report is a critical element of the framework below, as it provides a transparent account of how we are performing to the community on a regular basis.



Terminology:

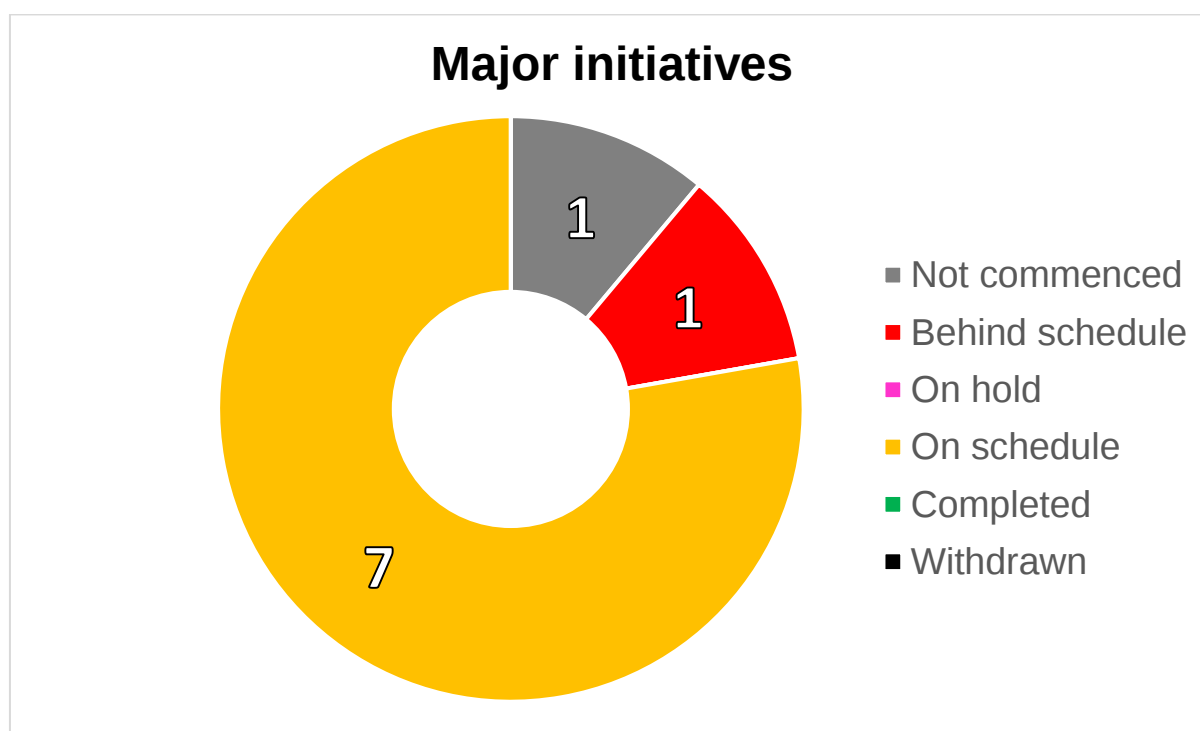
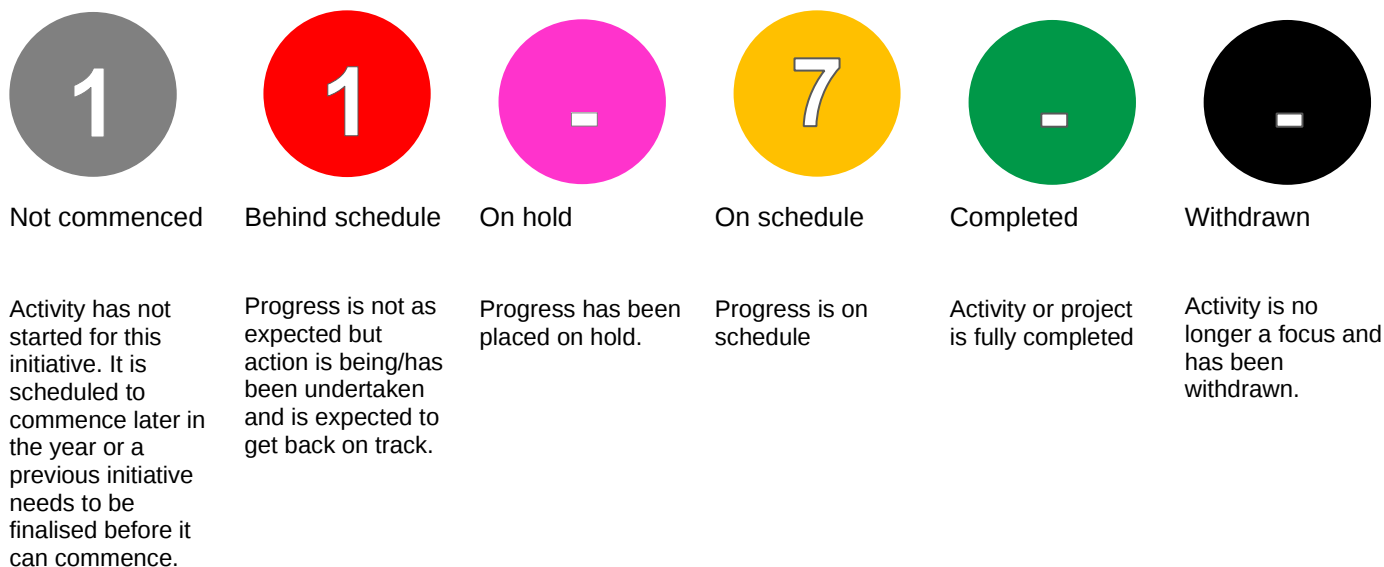
- MPHWP = Municipal Public Health and Wellbeing Plan
- MSS = Municipal Strategic Statement
- LGPRF = Local Government Performance Reporting Framework

# Major Initiatives

## Status of major initiatives

Council identified 9 major initiatives for 2022-23. Major initiatives are high priority activities from the Council Plan that will require substantial time and resources to deliver.

Overall progress against these initiatives is summarised below.





Local artists Lee Nickless and Anli Vuong help transform the exterior of our Council's Forge Theatre and Arts Hub courtyard into a vibrant, multimedia artwork space.

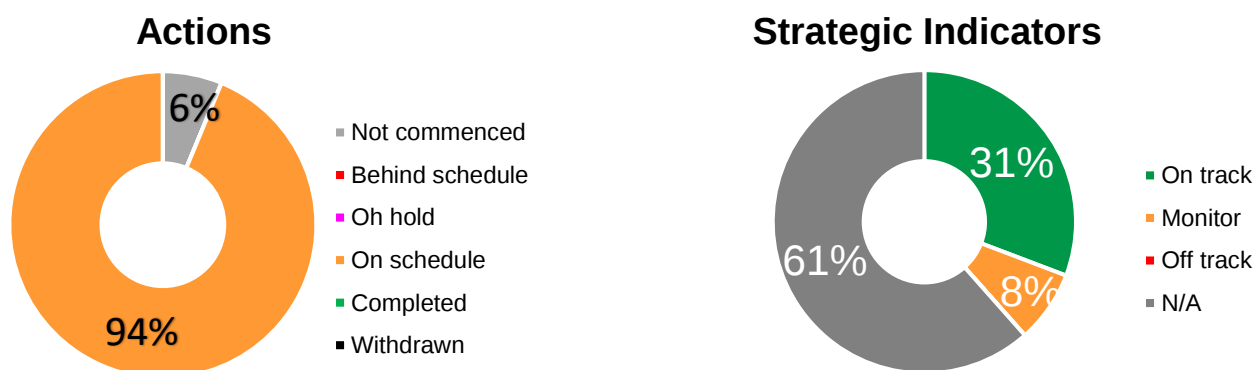
# **1** An inclusive and caring community that respects and celebrates diversity

# 1: An inclusive and caring community that respects and celebrates diversity



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

## Summary of performance



## Council services provided

Arts and Culture  
 Community and Place- based Planning  
 Community Engagement  
 Community Laws  
 Community Programs

Community Support and Development  
 Environmental Health  
 Library  
 Performing Arts  
 Recreation Centres

## 1.1: Council strives to provide equitable access to their services, support and facilities

| Code  | Action Name                                                                              | Comments                                                                                                                                                                                                                                                                                        | Progress | Status                                                                              |
|-------|------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|
| 1.1.1 | Universal access principles are applied to infrastructure construction and upgrades      | Accessible by Design training has been provided to Council officers. This training now allows for weekly meetings to review the accessibility and universal design of projects, as well as several other criteria.                                                                              | 25%      |  |
| 1.1.2 | Develop internal capacity to deliver access audits across council service and facilities | The relevant training and qualifications required to complete access audits for council programs and services has been received by a Council officer. This skillset fills a previous gap for Council and the task is now to develop a schedule of audit activity to occur with this capability. | 40%      |  |
| 1.1.3 | Consider access to services in service reviews undertaken                                | The service review of the service centres and the library has considered access to services. An action from the draft service review is for the expansion of the mobile service provision, which will utilise existing assets.                                                                  | 25%      |  |

### Strategic Indicators

| Name                                                                                | Comments                                                                                                                                                                                                         | Result      | Target                           |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------------|
| Community satisfaction with accessibility to Council facilities                     | The survey to capture this data will be conducted later in the financial year.                                                                                                                                   | -           | Baseline to be confirmed 2022-23 |
| Number of visits to aquatic facilities per head of municipal population             | The result is an increase from the previous quarter result of 1.98, although the result is slightly below the quarterly target of 2.5 visits. This is the highest quarter visitation result since December 2019. | 2.18 visits | ≥ 10 visits                      |
| Number of community facilities and infrastructure upgraded to improve accessibility | This will be reported fully at the end of the financial year.                                                                                                                                                    | -           | ≥ 10 projects                    |

### Progress Indicator Legend

 - Not commenced 
  - Behind schedule 
  - On hold 
  - On schedule 
  - Completed 
  - Withdrawn

## 1.2: Collaboration with key stakeholders fosters the cultural, arts and creative communities for all activities Council has facilitated or financially contributed to

| Code                      | Action Name                                                                                                                                                 | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Progress | Status                                                                                |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| <b>Major initiative 1</b> | Develop a Culture and Creativity Strategy                                                                                                                   | <p>The Culture and Creativity strategy underwent community consultation, which included;</p> <ul style="list-style-type: none"> <li>• An online survey with 141 respondents;</li> <li>• Six public forums across the Shire with 87 community members participating;</li> <li>• One First Peoples workshop drawing together 15 people;</li> <li>• 34 individual and small group consultations with cultural sector stakeholders; and</li> <li>• Engagement with Traditional Owner groups and Aboriginal-run organisations and services.</li> </ul> <p>The first draft of strategy and the supporting action plan has been received for internal review.</p> | 50%      |    |
| 1.2.1                     | Provide arts and cultural services and experiences that encourages connection and creativity, while supporting businesses, community groups and individuals | Council's cultural services are currently focused on the operation of the Forge Theatre and a range of funding programs. The Forge Theatre had a full program of events including theatre, music and children's events.                                                                                                                                                                                                                                                                                                                                                                                                                                    | 25%      |   |
| 1.2.2                     | Support projects and events that foster creativity through the funding for visitor events and the community grants program                                  | Round one of Council's Community Grants program is currently underway, with over 30 applications being received and are currently being assessed. Planning has commenced to review the overall grants process and the best way to allocate such funding in future.                                                                                                                                                                                                                                                                                                                                                                                         | 25%      |  |

### Strategic Indicators

| Name                                                                                                      | Comments                                                                                                                                                           | Result | Target                        |
|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------------------|
| Number of community organisations / individuals funded through Council's arts and heritage grants program | Round 1 of the 2022-23 grants will be awarded in October.                                                                                                          | -      | ≥ Nine annually               |
| Number of community organisations / individuals funded through Council's community grants program         | Round 1 of the 2022-23 grants will be awarded in October.                                                                                                          | -      | ≥ 25 annually                 |
| Develop baseline measures for cultural outcomes for Council programs                                      | An upcoming project to review how Council allocates grant funding has an opportunity for a baseline assessment measure for cultural outcomes through this process. | -      | Baseline developed in 2022-23 |

#### Progress Indicator Legend

 - Not commenced 
  - Behind schedule 
  - On hold 
  - On schedule 
  - Completed 
  - Withdrawn

### 1.3: Community groups and volunteers are acknowledged, promoted and supported

| Code  | Action Name                                                                                                                                                                                                  | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Progress | Status                                                                              |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|
| 1.3.1 | Implement improvements to Council's processes and online systems to improve access to information regarding community programs and services, and promote volunteer events and opportunities across the shire | The calendar of events that promote and create awareness of community events and activities has been developed and work is underway to consider how this can be represented on Council platforms to reach as many community members as possible.                                                                                                                                                                                                                                                                                                                        | 25%      |  |
| 1.3.2 | Support volunteer Committees of Management for recreation reserves and halls with funding and capacity building                                                                                              | <p>Work continued on a range of large partnership projects with Committees of Management, including;</p> <ul style="list-style-type: none"> <li>• securing funding to upgrade a range of hard cricket wickets across multiple sites;</li> <li>• attracting funding to upgrade facilities at the Metung Bowls and Tennis clubs;</li> <li>• upgrading lighting at the Lindenow Bowls Club;</li> <li>• upgrading the netball courts at the Omeo Recreation Reserve and</li> <li>• working on major upgrades of the Swifts Creek and Buchan Recreation Reserves.</li> </ul> | 25%      |  |

#### Strategic Indicators

| Name                                                        | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Result | Target                              |
|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------------------------|
| Community group satisfaction with Council support           | The survey to capture this data will be conducted later in the financial year.                                                                                                                                                                                                                                                                                                                                                                                                                                                   | -      | Baseline to be developed in 2022-23 |
| Number of events held that recognise and support volunteers | <p>Council and Bushfire Recovery Victoria coordinated a shared lunch and meeting opportunity between Minister Symes and the Community Recovery Committee representatives.</p> <p>The Newmerella CFA 'After the Fires' event acknowledged and celebrated the efforts of local services in the area. This was supported by staff support and Council grant funding.</p> <p>The Wairewa Harvest and Clifton Creek Big Bash both also aim to acknowledge the work of volunteer services and committees within their communities.</p> | Three  | ≥ Five events                       |

#### Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

### 1.4: Through targeted services, partnerships and advocacy, communities enjoy strong mental and physical health, well-being and resilience

| Code  | Action Name                                                                                                                                         | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Progress | Status                                                                              |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|
| 1.4.1 | Establish governance arrangements for the implementation, ongoing monitoring and delivery of the Municipal Public Health and Wellbeing Plan 2021-25 | Whilst the Draft Municipal Public Health and Wellbeing Plan is still being finalised, a focus area of this work has been on the development of governance arrangements for monitoring and delivery of the plan. It is proposed that a dedicated Partnership Facilitator position be appointed to oversee the plan, which will also involve social recovery work.                                                                                                                        | 25%      |  |
| 1.4.2 | Advocate for and identify opportunities to support social and affordable housing                                                                    | Preparation of the Housing and Settlement Strategy is underway, with a Councillor workshop scheduled to provide options for Council roles in affordable housing. Council officers are also participating in regional and statewide local government forums on social and affordable housing.                                                                                                                                                                                            | 25%      |  |
| 1.4.3 | Align recreation centre service delivery with regional health and wellbeing programming and allied health services                                  | <p>An 18-month Business Plan has been developed for the recreation centres that considers the needs of users and will focus on delivering health outcomes for the community.</p> <p>A trial of 'quiet time' at the Bairnsdale Aquatic and Recreation Centre pool area has been planned to improve accessibility for children who have sensory challenges.</p> <p>Planning has progressed to offer allied health providers access to practice rooms at Council's recreation centres.</p> | 20%      |  |

### Strategic Indicators

| Name                                                                                            | Comments                                                                                                                                                                                        | Result            | Target             |
|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------------|
| People attending Council's recreation centres through an allied health service program delivery | At this point in time there is no data from Bairnsdale Regional Health Service on how many community members engage with Council's recreations centres due to the direct link of allied health. | No data available | ≥ 800 attendances  |
| Develop a Housing Strategy                                                                      | The development of the Housing and Settlement Strategy is underway. A draft Directions Paper is to be presented to Council in October, prior to going out for community consultation.           | Progressing       | Adopted in 2022-23 |

### Progress Indicator Legend

 - Not commenced 
  - Behind schedule 
  - On hold 
  - On schedule 
  - Completed 
  - Withdrawn

## 1.5: Strong working relationships are further developed with Aboriginal people and organisations

| Code                      | Action Name                                                                                                                                                                                   | Comments                                                                                                                                                                                                                                                                                                                                                                                                               | Progress | Status                                                                              |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|
| <b>Major initiative 2</b> | Develop a new Reconciliation Action Plan                                                                                                                                                      | Development of the new Reconciliation Action Plan is yet to commence. A draft scope of works has been developed.                                                                                                                                                                                                                                                                                                       | 0%       |  |
| 1.5.1                     | Increase and embed understanding of Aboriginal and Torres Strait Islander culture, knowledge and history within the planning and development of Council services, infrastructure and projects | Cultural heritage inductions were held for contractors on both the Omeo Mountain Bike and the Eagle Point Hub projects.<br><br>The recently appointed Aboriginal Engagement Officer will assist with two-way communication with Aboriginal community and embed consideration of Aboriginal knowledge and culture in Council.                                                                                           | 25%      |  |
| 1.5.2                     | Enhance engagement with traditional owners in the development of key Council Capital projects                                                                                                 | Council is also progressing a Memorandum of Understanding with GLaWAC for the joint use of project management resources, which will assist GLaWAC to grow its project management capacity.<br><br>GLaWAC has also been engaged in the delivery of projects including the design of artwork and cultural interpretation for the Krautungalung Walk (Stage 1) and the delivery of aspects of the Crooke Street Wetlands. | 25%      |  |

### Strategic Indicators

| Name                                                                                                 | Comments                                                                                                                                                                                                                                                                                              | Result      | Target        |
|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|
| Percentage of total staff who have participated in cultural awareness training in the past 24-months | A Cultural Safety Awareness training program was run in June 2021 for all staff. The ongoing training for new starters is provided at Corporate Induction. Overall 208 staff have taken the training in the past 2-years.                                                                             | 50.8%       | 100%          |
| Percentage of Council directorate representation on Reconciliation Action Plan working group         | The Reconciliation Action Plan working group is yet to be established and representation is yet to be determined.                                                                                                                                                                                     | -           | 100%          |
| Number of projects and service reviews that have included formal engagement with traditional owners  | Of the live projects, there are 19 that have included engagement with traditional owners. There has been an increased effort to engage with traditional owners when planning projects.<br><br>There have been no service reviews undertaken that undertook formal engagement with traditional owners. | 19 projects | ≥ 10 projects |

### Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

## 1.6: Council is culturally and linguistically inclusive and celebrates diversity

| Code  | Action Name                                                                                                                       | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                       | Progress | Status                                                                              |
|-------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|
| 1.6.1 | Develop a process to document and verify inclusive and accessible features of Council programs and facilities                     | <p>Access Audits training has been provided to Council officers, which will allow Council to recommence provision of advice on access to the built environment, as well as services and programs for people with a range of access challenges.</p> <p>Further work is planned to consider how Council can develop a process that verifies how accessible services and programs are to the culturally and linguistically diverse community.</p> | 25%      |  |
| 1.6.2 | Develop, implement and promote an annual calendar that recognises events that celebrate diversity and inclusion in East Gippsland | A calendar of events which celebrate diversity and inclusion in East Gippsland has been developed. Work is now required to make staff aware of this internally, seek feedback the calendar and the contents, and determine the best way of providing visibility of it more broadly to the community.                                                                                                                                           | 40%      |  |

### Strategic Indicators

| Name                                                                                  | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Result | Target           |
|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------|
| The number of initiatives that celebrate diversity and inclusion supported by Council | <p>Six events and initiatives were run and supported that celebrate diversity and inclusion in East Gippsland:</p> <ul style="list-style-type: none"> <li>• 'Hangout' Youth Fest in Omeo and Youth Fest Event in Lakes Entrance;</li> <li>• Gippy Girls Can Week;</li> <li>• NAIDOC week including the flag raising ceremony at Council's Corporate Centre;</li> <li>• Celebrated the launch of the LGBTQI+ statewide strategy with an event in Bairnsdale; and</li> <li>• the Rainbow Ball event.</li> </ul> | Six    | ≥ 10 initiatives |

### Progress Indicator Legend

 - Not commenced 
  - Behind schedule 
  - On hold 
  - On schedule 
  - Completed 
  - Withdrawn



Victor (Marlo Primary School grade three student) and mum Conni help Mayor Cr Mark Reeves to cut the ribbon to mark the new Marlo Triangle Park officially opening

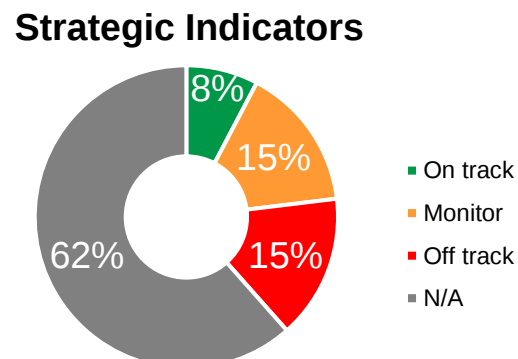
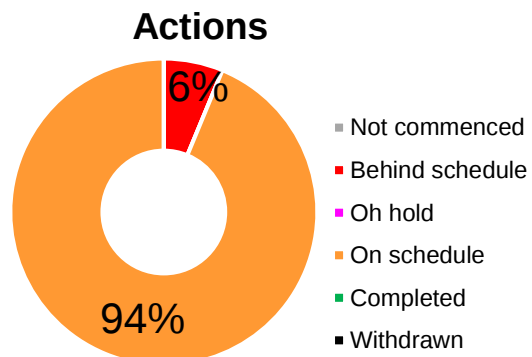
## 2 Planning and infrastructure that enriches the environment, lifestyle, and character of our communities

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



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

### Summary of performance



### Council services provided

Asset Maintenance  
 Asset Management  
 Building Controls  
 Capital Works  
 Emergency Management  
 Emergency Response

Land use Planning  
 Open Space Management  
 Recreation and Sporting Reserve Management  
 Statutory Planning and Development Services  
 Strategic Planning

## Major Capital Works Projects update

### Bairnsdale Landfill Cell 4



The cell is now fully lined. All repairs and testing have been completed and have passed. Installation of leachate pipework continues; it is 80% complete.

### Bullock Island Bridge



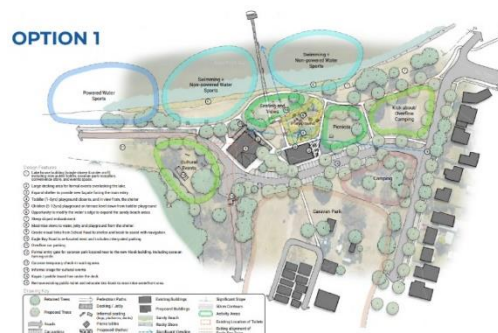
Stage 1 is now complete, and Stage 2 is underway. The old bridge has been demolished and new sheet piles have been installed. Old concrete piles are now being removed prior to new piles to be driven over the next month.

### Bullock Island Master Plan Implementation



The tender to undertake the civil construction works is now closed and under evaluation. Works are programmed to commence in November 2022 and the current project completion date is June 2023.

### Eagle Point Foreshore Hub



The contractor has commenced on site early September and civil works are now underway. This project is due to be completed in June 2023.

### Krauatunglung Walk



We have awarded the contractor for detailed design of Stages 2-4, and these are expected to be complete by August 2023.

### Mallacoota Streetscape



Community engagement has now closed and the design is being reviewed. This project will move to a detailed design stage in the next month, and the tender for this stage will be released shortly. This project has a completion date of September 2023.

### Omeo Mountain Bike Trail and Stage 2



All elements of pre-construction requirements for stage 1 and stage 2 have been completed, and construction will commence on schedule. This project will be completed in stages over the next 18 months.

### Slip Road Maritime Precinct



Marine construction works have commenced. Additional investigations were identified and are underway. In the meantime, the detailed design for the carparking works is progressing.

### Lakes Entrance Waste Transfer Station



The recycling shed slab has been constructed and cured. Further construction has been delayed due to rain and weather constraints. This project is expected to be complete before Christmas.

### WORLD Sporting Precinct Stage 1



Construction of stages 1 and 2 is continuing, with a projected completion date of December 2022, but further stages of works are temporarily delayed.

### Swifts Creek Recreation Reserve



Construction tenders closed at the end of August. Feedback on design has been received from the committee and is now being finalised for a final review.

### Jemmy's Point - Stage 2



The concept design for the toilet block is now complete and detailed design for the trailhead is progressing. Additional areas requiring surveying have been identified and a contractor to undertake these works has been engaged.

### Gymnastics Pavilion Lucknow



Steel erection has commenced with all the main posts and end purlins now installed. Roof beams will begin installation early October. The project is on track for a completion date for April 2023.

### Orbost Forest Park Upgrade



Concepts for the civil works have been received and are under review. Landscaping concepts designs will need to be revised with the Project Management Group. This Project is set to be completed late 2024.

### Lakes Entrance Foreshore Park



Final designs have been received and the tender for the construction component has been advertised. This project is set to be completed by the end of this year.

## 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

| Code                      | Action Name                                                                                                                                     | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Progress | Status                                                                                |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| <b>Major initiative 3</b> | Prepare a Housing and Settlement Strategy to guide future housing development and to support increased housing diversity and affordability      | A background briefing has been prepared and was provided to Councillors for review. The Draft Housing and Settlement Strategy Directions Paper has been prepared to be presented to Council in October. First draft of land supply/demand assessment has been undertaken.                                                                                                                                                                                                                    | 25%      |    |
| <b>Major initiative 4</b> | Develop key public open space planning initiatives, which includes the East Gippsland Sporting Facilities Plan and Public Open Space Strategy   | <p>The development of the East Gippsland Sporting Facilities Plan has continued with draft facility plans being finalised for consultation with the Committees of Management and the community.</p> <p>The project scope for a consultant to support the development of the Marine and Coastal Management Plan has been prepared and sent out as a request for quotation.</p> <p>A project team for the Public Open Space Strategy has met and progressing the development of this plan.</p> | 20%      |    |
| 2.1.1                     | Deliver rebuilding support for landholders that lost a house and/or sheds in the 2019-20 Black Summer Bushfire                                  | In total 177 rebuild planning applications have been lodged, 167 rebuild permits have been approved, with currently four under assessment. Ongoing support is provided for owners still considering rebuild.                                                                                                                                                                                                                                                                                 | 25%      |  |
| 2.1.2                     | Finalise the Rural Land Use Strategy and prepare a Planning Scheme Amendment                                                                    | Revisions have been undertaken and an overview briefing was provided to Council. The final Draft Rural Land Use Strategy is planned to be presented to Council in October, prior to going out for further community consultation.                                                                                                                                                                                                                                                            | 25%      |  |
| 2.1.3                     | Prepare Strategic Land Use Plans and Planning Scheme Amendments to address priority growth areas at Eagle Point, Paynesville and Lakes Entrance | <p>The Eagle Point Structure Plan Scheme Amendment documentation has been prepared. Discussions have commenced with major landowners in the Paynesville growth area regarding rezoning requirements.</p> <p>A review of Lakes Entrance Northern Growth Area drainage requirements is underway and due for completion in October.</p>                                                                                                                                                         | 25%      |  |

### Strategic Indicators

| Name                                              | Comments                                             | Result | Target                        |
|---------------------------------------------------|------------------------------------------------------|--------|-------------------------------|
| Community satisfaction with building and planning | Survey results will be made available later in 2023. | -      | ≥ Large Rural Council average |

#### Progress Indicator Legend

 - Not commenced 
  - Behind schedule 
  - On hold 
  - On schedule 
  - Completed 
  - Withdrawn

| Name                                                                                                                                                                                                                                                                                                                                       | Comments                                                                                                                                                                                                                                                                                                                                         | Result               | Target              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------|
| Planning applications decided within required time frames                                                                                                                                                                                                                                                                                  | Data is still being compiled by DELWP for quarter one reporting to be available.                                                                                                                                                                                                                                                                 | No data is available | > 80%               |
| Average time taken to decide planning applications                                                                                                                                                                                                                                                                                         | Data is still being compiled by DELWP for quarter one reporting to be available.                                                                                                                                                                                                                                                                 | No data is available | < 61 days           |
| Council planning decisions upheld at VCAT                                                                                                                                                                                                                                                                                                  | There were four decisions for the period; One affirmed, one struck-out and two were varied.                                                                                                                                                                                                                                                      | 100%                 | > 60%               |
| Completion of milestones of key strategic plans: <ul style="list-style-type: none"> <li>Rural Land Use Strategy,</li> <li>Housing and Settlement Strategy,</li> <li>Eagle Point Structure Plan,</li> <li>Paynesville Structure Plans,</li> <li>East Gippsland Sporting Facilities Plan, and</li> <li>Public Open Space Strategy</li> </ul> | <b>Rural Land Use Strategy</b> – Met milestones<br><b>Housing and Settlement Strategy</b> – Met milestone<br><b>Eagle Point Structure Plan</b> – Met milestones<br><b>Paynesville Structure Plans</b> – Behind schedule<br><b>East Gippsland Sporting Facilities Plan</b> – Met milestones<br><b>Public Open Space Strategy</b> – Met milestones | 83% of milestones    | > 90% of milestones |

## 2.2: Infrastructure provision and maintenance supports a diverse range of current and future user needs and activities and is both environmentally and financially sustainable

| Code  | Action Name                                                                                                                                                    | Comments                                                                                                                                                                                                                                                                                                          | Progress | Status                                                                                |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| 2.2.1 | Implement the asset management framework to drive Council's capital and maintenance infrastructure investment in a transparent and financially sustainable way | The focus this quarter has been on the review and prioritisation of the Asset Management Improvement Plan actions. A key part of this has been commencement of a review of the way in which the asset management system 'Confirm' is being utilized and developing a rollout plan for improvements to the system. | 25%      |  |

### Progress Indicator Legend

 - Not commenced
 - Behind schedule
 - On hold
 - On schedule
 - Completed
 - Withdrawn

| Code  | Action Name                                                                                                                                         | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Progress | Status                                                                                |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| 2.2.2 | Develop and commence the implementation of service standards for the maintenance of asset classes                                                   | <p>External resources have been engaged to revise the project management processes to align these with the project management system.</p> <p>An online application process has also been developed for the management of Land Manager Consents to ensure that these are managed in a considered methodical way.</p> <p>A Spring Management Plan has also been developed to ensure that the service standards for Parks and Gardens can be managed during the forecasted wet spring and summer period.</p> | 25%      |    |
| 2.2.3 | Work with community and stakeholders to plan, design, implement and maintain infrastructure to meet community needs in an affordable way            | <p>There are currently 45 capital projects in detailed design, most of which include community engagement and a range of community reference and feedback mechanisms.</p> <p>There are also 28 projects with dedicated Your Say website pages, which are regularly updated to keep the community informed of project progress.</p> <p>Council's draft Road Safety Strategy has recently been through a public engagement process and is being reviewed by the Community Road Safety Reference Group.</p>  | 25%      |    |
| 2.2.4 | Deliver a capital works program and asset management program that is aligned to community need and is able to be delivered within Council resources | <p>As at the end of quarter one, 34.88% of the forecast budget of \$113.41 million had been expended or committed. At this time \$5.49 million was expended on capital projects and a further \$34.07 million was committed via project contracts.</p> <p>The total program has approximately 195 projects. Of these 14 are completed; 20 projects are currently being constructed; 45 are in the design phase and approximately 17 are currently in the tender/procurement process.</p>                  | 30%      |  |
| 2.2.5 | Build the capacity of volunteer groups and provide support for volunteer managed community facilities                                               | Minimal activity during the quarter on capacity building of committees.                                                                                                                                                                                                                                                                                                                                                                                                                                   | 10%      |  |

### Strategic Indicators

| Name                                                               | Comments                                                                                   | Result | Target |
|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------|--------|--------|
| Asset renewal and upgrade expenses as a percentage of depreciation | This indicator is only calculated at year end when the financial data has been reconciled. | -      | > 100% |

#### Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

| Name                                                                                                                               | Comments                                                                                                                                | Result                | Target                            |
|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------|
| Percentage of adopted capital projects completed at the conclusion of the financial year (based on the most recent amended budget) | The total program has approximately 195 projects, with 14 of these projects completed.                                                  | 7.17%                 | > 80%                             |
| Percentage of sealed roads that meet Council's target condition rating                                                             | The condition of sealed road assets is only assessed every three years and were therefore not reassessed during the period.             | 94%                   | > 97%                             |
| Community satisfaction with appearance of public areas in East Gippsland                                                           | Survey results will be made available later in 2023.                                                                                    | -                     | ≥ Large Rural Council average     |
| Committees of Management and volunteer groups for Council managed land with a guiding plan                                         | Yet to commence. This will be the responsibility of a newly appointed position.                                                         | 0                     | ≥ 10 new plans                    |
| Percentage of community recreation reserves and halls asset condition above target condition rating                                | The first round of condition assessments are almost complete. This will then determine which ones will be the priority for improvement. | No data available yet | Target to be confirmed in 2022-23 |

### 2.3: Planning with local communities for natural disasters and emergencies strengthens capacity, infrastructure, resilience, preparedness, and recovery

| Code                      | Action Name                                                                                                                                                                         | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Progress | Status                                                                                |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| <b>Major initiative 5</b> | Implement a climate risk analysis to identify the likely impact of extreme weather and climate events on Council's infrastructure assets, and ability to provide community services | <p>This project is reliant on grant funding, which if funded will build on a climate risk assessment trial undertaken in 2021-22.</p> <p>Data has been compiled on the Council managed roads most impacted by flood events over the past 12 months. These roads will be prioritised for design improvements later in the year.</p>                                                                                                                                                                                           | 10%      |  |
| 2.3.1                     | Develop and implement plans that enhance the organisation's preparedness and ability to manage and mitigate the impact of natural disasters                                         | <p>Local Incident Management Plans continue to be developed throughout East Gippsland communities, with the creation of new community plans and the review of existing plans with community.</p> <p>16 new high volume firefighting water tanks have been constructed in remote communities to strengthen the community resilience against bushfire.</p> <p>Several communities have commenced relief centre training to assist with self-activating and running a relief centre for the first 72 hours of an emergency.</p> | 75%      |  |

#### Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

| Code  | Action Name                                                                                                                                                              | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Progress | Status                                                                               |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------|
| 2.3.2 | Develop new approaches to road renewal and maintenance that improves resilience to changing climatic conditions                                                          | Research into new road maintenance approaches has commenced and will be a greater focus later in the year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 10%      |   |
| 2.3.3 | Design new infrastructure to meet changing climatic conditions and is resilient to the impact of natural disasters                                                       | This project has commenced, with data been compiled on all vulnerable roads that will inform road design work.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 15%      |   |
| 2.3.4 | Support and strengthen municipal emergency planning arrangements to meet community expectations for resilience and preparedness                                          | <p>The Municipal Emergency Management Planning Committee (MEMPC) has been engaged with to ensure planning and preparation for emergency events is on track. This includes Council taking a leading role in the group sub committees.</p> <p>Council has assisted community groups with the development of their Local Emergency Management Plans.</p>                                                                                                                                                                                                                                                                                                                                          | 25%      |   |
| 2.3.5 | Support communities to enhance resilience and strategically respond to recovery challenges and opportunities, including through support to Community Recovery Committees | <p>Council has worked with individual Community Recovery Committees to support review (where the committees considered this of value) and identification of priorities for the next 12-months. This support was also available for the committees as they work through preparedness and resilience planning and projects, which includes development of local plans and infrastructure projects that enhance resilience.</p> <p>Council has worked closely with Bushfire Recovery Victoria to finalise streamlined arrangements for funding accessible by Community Recovery Committees for the next 12-months.</p> <p>The third East Gippsland Recovery Progress Report has been drafted.</p> | 25%      |  |

### Strategic Indicators

| Name                                                                                                          | Comments                                                                                                                                                                                  | Result | Target                        |
|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------------------|
| Community satisfaction with emergency and disaster management                                                 | Survey results will be made available later in 2023.                                                                                                                                      | -      | ≥ Large Rural Council average |
| Percentage of communities that need a Local Incident Management Plan have one in place and reviewed as needed | Local Incident Management Plans continue to be developed throughout East Gippsland communities, with the creation of new community plans and the review of existing plans with community. | -      | 100%                          |

### Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

| Name                                          | Comments                                                                                                                       | Result | Target |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|--------|--------|
| Milestones achieved for climate risk analysis | This project is reliant on grant funding, which if funded will build on a climate risk assessment trial undertaken in 2021-22. | -      | 100%   |

## Progress Indicator Legend

● - Not commenced   ● - Behind schedule   ● - On hold   ● - On schedule   ● - Completed   ● - Withdrawn



Installation of the region's first public electric vehicle (EV) fast-charging network is progressing, with stage one of the project underway with sites marked for the installation of charging stations in Bairnsdale, Cann River, Omeo and Orbost. The first charging station has been installed at Orbost (pictured).

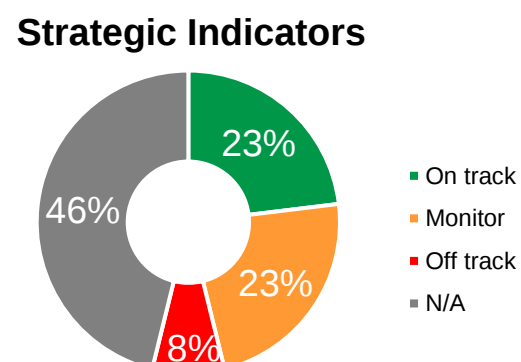
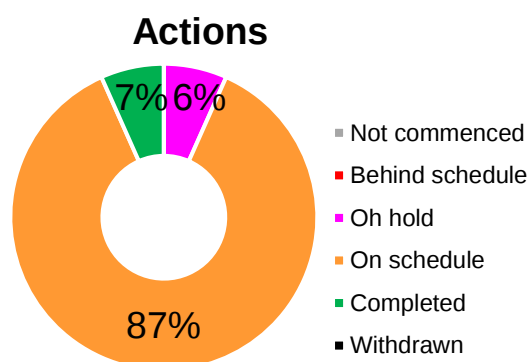
### 3 A natural environment that is managed and enhanced

### 3: A natural environment that is managed and enhanced



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

#### Summary of performance



#### Council services provided

Building Maintenance  
Delivery of new assets  
Environment Projects Management

Environmental Sustainability  
Waste Services

#### Progress Indicator Legend

- Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

### 3.1: Council works to reduce its own and the communities carbon emissions while supporting the community to mitigate the impact of a changing climate on the environment, safety, health and lifestyles

| Code  | Action Name                                                                                                                                                                                                                                                                                                                       | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Progress | Status                                                                                |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| 3.1.1 | <p>Council's greenhouse gas emissions from energy use are reduced through key projects that include:</p> <ul style="list-style-type: none"> <li>• Install and commission permanent landfill gas flare at Bairnsdale Landfill; and</li> <li>• Purchase additional alternate fuel vehicles for Council's passenger fleet</li> </ul> | <p>Council continues to add hybrid vehicles to its passenger vehicle fleet, with another three added for the period.</p> <p>Roll-out of four Electric Vehicle Charging Points in Bairnsdale, Orbost, Omeo and Cann River is underway.</p> <p>Roll out of the replacement of all streetlights with LED lights is also nearing practical completion, with a few remaining lights awaiting on the contractor to source necessary components. A LED oval light replacement project has also been commenced for the Lindenow Recreation Reserve Oval.</p> | 15%      |    |
| 3.1.2 | Develop processes and tools that support whole of community (local business, community organisations, and individuals) to take action and participate in a climate response                                                                                                                                                       | <p>A climate risk management tool is in development that identifies where, when and what type of climate hazard is likely to impact a specific location. This tool will be made available to the public when complete.</p> <p>This project progressing is reliant on the success of a project proposal submitted to Emergency Management Victoria for funding, which will build on a smaller pilot for the township of Mallacoota that was completed in 2021.</p>                                                                                    | 30%      |    |
| 3.1.3 | Implement infrastructure enhancement and improvements to respond and assist in managing impacts of climate change                                                                                                                                                                                                                 | <p>Principles of environmental sustainability are embedded in the project design phase and align to Council's Environmental Sustainability Strategy, including the implementation of electric vehicle charging stations across the municipality and the consideration of electrical vehicles in Council's fleet.</p> <p>Ongoing to work to catalogue drainage infrastructure will provide opportunities to consider effective reuse of stormwater in public open spaces through principles of integrated water management.</p>                       | 25%      |  |

#### Strategic Indicators

| Name                                                    | Comments                                                                                                                                                              | Result | Target           |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------|
| New public electric vehicle charging stations installed | Planning and installation is progressing, but to date there no operational stations. With upgrades on the electricity grid occurring, the first charging stations are | 0      | > Seven stations |

#### Progress Indicator Legend

 - Not commenced 
  - Behind schedule 
  - On hold 
  - On schedule 
  - Completed 
  - Withdrawn

| Name                                                                                             | Comments                                                                                                                                                                                                                                                                       | Result | Target  |
|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------|
|                                                                                                  | expected to be fully operational within the next quarter.                                                                                                                                                                                                                      |        |         |
| Proportion of Council passenger vehicle fleet is electric, hybrid or uses alternate fuel sources | <p>Council increased the vehicles that use sustainable energy by three for the period.</p> <p>Of the 122 vehicles in Council's fleet;</p> <ul style="list-style-type: none"> <li>13 are hybrid;</li> <li>one alternate fuel source; and</li> <li>one full electric.</li> </ul> | 12.3%  | > 10%   |
| Total kilowatt hours output from renewable energy systems at Council owned facilities            | Renewable energy usage is reported annually.                                                                                                                                                                                                                                   | -      | > 10%   |
| Percentage of Council's electricity use from renewable sources                                   | The reporting on the result is compiled annually. Council has signed up to the Victorian Energy Collaboration Organisation (VECO) that will see a large percent of electricity coming from renewable sources.                                                                  | -      | > 95%   |
| Reduce Carbon emissions from Council's operations                                                | Emissions are reported annually.                                                                                                                                                                                                                                               | -      | < 5,535 |

### ***3.2: Sustainable land use practices are used to manage council land to protect biodiversity and to provide education and incentives to support the management of private land***

| Code  | Action Name                                                                                                                                                  | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Progress | Status                                                                                |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| 3.2.1 | Undertake community education to promote the need to protect the natural environment and actions community members can undertake to support this             | Council has issued the Spring edition of EnvironmentConnect, which is received by greater than 300 subscribers. The key items were promoting the Environmental Sustainability Strategy, food waste mapping, and highlighting threatened species day.                                                                                                                                                                                                                                                                                                                              | 30%      |  |
| 3.2.2 | Further develop sustainable practices and implement projects around water and land use, which includes the construction of Crooke Street, Bairnsdale wetland | <p>The Crooke Street wetland is progressing with a public tender recently completed and evaluated. This wetland is due to be completed around April / May 2023.</p> <p>In collaboration with East Gippsland Water, there was a site tour of the wetland areas with multiple stakeholder groups to discuss the multiple benefits of urban wetlands.</p> <p>Some preliminary scoping work for the Council's Stormwater Management Plan was also undertaken. This work involved investigating improving stormwater management as part of Council's strategic planning processes.</p> | 55%      |  |

#### Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

| Code  | Action Name                                                                                                                                    | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Progress | Status                                                                                |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| 3.2.3 | Advocate for appropriate State Government support for Council's management of public land for natural and biodiversity purposes                | Several opportunities have been used to advocate for support to assist Council manage public land, including a formal MAV motion, letters to the relevant Minister around the issue broadly and the issue of funding acceptance. Council's advocacy strategy also contains several priorities linked to public land management, biodiversity preservation and funding.                                                                                                                                                                                                                                                                                                  | 25%      |    |
| 3.2.4 | Continue to manage fire effected Council land to protect biodiversity and ensure public safety, including completing the War on Weeds projects | <p>Council received a Federal Government grant under the Bushfire Recovery for Wildlife and Habitat Community Grants program to undertake weed surveillance and treatment along Betka Beach to Pebbly Beach at Mallacoota. Works have been undertaken over 70 hectares to target emerging and known weed species in this area to protect regenerating vegetation communities and associated fauna, this project is almost completed.</p> <p>A second grant under this program was received for bushfire impacted roadsides has allowed an additional 1,000km of roadsides to be assessed and treated for emerging and regenerated weeds, this project is completed.</p> | 100%     |    |
| 3.2.5 | Develop and implement suitable plans for managing storm water and water within new urban development                                           | The review of drainage management for the Lakes Entrance Northern Growth Area has been the main priority. Recommendations to are to be considered in October.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 25%      |  |

### Strategic Indicators

| Name                                                                                                                                                         | Comments                                                                                                                                                                                                           | Result | Target                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------------------|
| Community satisfaction with slashing and weed control                                                                                                        | Survey results will be made available later in 2023.                                                                                                                                                               | -      | ≥ Large Rural Council average |
| Kilometres of regionally controlled and prohibited weeds treated                                                                                             | The kilometres of weeds treated is not tracked periodically, it is calculated at the end of the financial year.                                                                                                    | -      | > 200 kilometers annually     |
| A baseline for the quality and quantity of land being managed for 'at risk' habitat, biodiversity purposes, and community safety on Council and private land | <p>Categorisation of finance accounts to identify spending on environmental management continues to be monitored.</p> <p>Council also worked with Landcare partners to develop some but not all base line data</p> | -      | Baseline to be developed      |

### Progress Indicator Legend

 - Not commenced 
  - Behind schedule 
  - On hold 
  - On schedule 
  - Completed 
  - Withdrawn

### 3.3: Natural values on key Council managed land are managed and enhanced

| Code  | Action Name                                                                                                                                   | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Progress | Status                                                                              |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|
| 3.3.1 | Establish which values are to be managed and develop management plans to guide management of key Council land                                 | Several reports have been commissioned to inform actions relating to environmental matters, including vegetation management options for Toonalook Waters wetland, and embankment erosion at Marlo.                                                                                                                                                                                                                                                                                                                                                                             | 20%      |  |
| 3.3.2 | Implement a framework to support partners and volunteers to work on key priority projects for Council land                                    | Actions relating to volunteer management for environmental purposes are on hold while a Volunteer Management Policy is developed.                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0%       |  |
| 3.3.3 | Complete the Bairnsdale Alternative Water Project with the development of water management (including effluent) plan for Bairnsdale Saleyards | <p>East Gippsland Water are investigating investing in a Class A water recycling plant for the Wastewater Treatment Plant in Bairnsdale. They have also commissioned a detailed design for the construction of pipework and pumps to transfer class A water to the Bairnsdale City Oval and Livestock Exchange boundary. Both of these activities need to be constructed before recycled water can be used at the city oval for irrigation purposes.</p> <p>The Water Management Plan (including effluent) for the Bairnsdale Livestock Exchange still needs to be scoped.</p> | 50%      |  |

#### Strategic Indicators

| Name                                                              | Comments                                                                                                                                                                                                                        | Result    | Target            |
|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------|
| Total investment in Council managed land to support natural areas | \$147,458 was spent on Council managed land for environmental management purposes. This is well below expected expenditure due to the reduced use of roadside slashing contractors, which were not used much during the period. | \$147,458 | ≥ \$1.710 million |

#### Progress Indicator Legend

 - Not commenced 
  - Behind schedule 
  - On hold 
  - On schedule 
  - Completed 
  - Withdrawn

### 3.4: Environmentally and financially sustainable practices reduce waste going to landfill

| Code                      | Action Name                                                                                                                                                                                                                                                                                                                                                                      | Comments                                                                                                                                                                                                                                                                                                                                                                                                                 | Progress | Status                                                                                |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| <b>Major initiative 6</b> | Support the circular economy through initiatives that reduce waste going to landfill, including: <ul style="list-style-type: none"> <li>Value adding green and organic waste; and</li> <li>Introducing appropriate glass collection services at locations throughout the Shire.</li> </ul>                                                                                       | <p>A detailed business case for the management of organic waste has also been developed and externally peer reviewed. This Business case was discussed with the Councillor group in September.</p> <p>Glass collection has been introduced at eight Waste Transfer Stations.</p>                                                                                                                                         | 25%      |    |
| 3.4.1                     | Develop and implement waste education programs to focus on key areas of waste reduction                                                                                                                                                                                                                                                                                          | <p>Two community cloth nappy workshops are to be conducted in October in Bairnsdale, Lakes Entrance and Orbost. A rebate scheme for cloth nappies, reusable sanitary items and various compost products has been setup.</p> <p>The material and scripts for school incursions is being updated, which is based on school requests and focuses on educating children and therefore parents on best recycling methods.</p> | 45%      |    |
| 3.4.2                     | Implement the Waste Minimisation Action Plan, including delivering key actions: <ul style="list-style-type: none"> <li>Conduct a comprehensive waste service review;</li> <li>Transition Cann River's waste service to a Transfer Station Service and remediate the existing landfill; and</li> <li>Develop a framework for reporting and tracking of illegal dumping</li> </ul> | <p>The 10-year action plan has commenced implementation as planned.</p> <p>The new Cann River transfer station site has been selected and awaiting planning approval. The existing landfill rehabilitation plan is in the process of being designed.</p>                                                                                                                                                                 | 50%      |  |
| 3.4.3                     | Support the inclusion of more recycled materials in council's infrastructure and maintenance program, with particular focus on roads and footpaths                                                                                                                                                                                                                               | Works have been proactively using recycled asphalt product, as well as recycled crushed rock where applicable in our maintenance program.                                                                                                                                                                                                                                                                                | 25%      |  |

#### Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

## Strategic Indicators

| Name                                                                                                      | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Result | Target                        |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------------------|
| All Council offices have four streams of recycling (co-mingled, organics, soft plastics, paper/cardboard) | Council Green Team have discussed and agreed on bin system. Cleaning contract is currently out to tender and will include provisions for servicing of recycling bins                                                                                                                                                                                                                                                                                                                                                                    | 25%    | 100%                          |
| Number of community waste education programs delivered                                                    | No programs were delivered for the period. Work is underway to run community cloth nappy workshops in the next quarter.                                                                                                                                                                                                                                                                                                                                                                                                                 | 0      | ≥ five programs               |
| Proportion of recycled content in construction projects on Council assets                                 | <p>The specific projects that have recycled content in the construction include:</p> <ul style="list-style-type: none"> <li>• Lakes Entrance Waste Transfer Station Upgrade;</li> <li>• Bairnsdale Cell 4;</li> <li>• Eagle Point Foreshore Hub;</li> <li>• WORLD Sporting Precinct;</li> <li>• Marlo Triangle Park Playground upgrade;</li> <li>• Slip Road - Construction Package 1;</li> <li>• Bullock Island Masterplan Implementation;</li> <li>• Raymond Island Toilet Block Upgrade; and</li> <li>• LED Streetlights.</li> </ul> | 8.8%   | > 10%                         |
| Community satisfaction with waste management                                                              | Survey results will be made available later in 2023.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | -      | ≥ Large Rural Council average |
| Number of new waste streams collected through waste facilities                                            | Glass collection has been introduced at eight Waste Transfer Stations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | One    | ≥ Two streams                 |

### Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn



Council is preparing to launch a new event sponsorship program to replace the previous Regional and District Event Sponsorship (RADES) program. Pictured: Cattlemen's 100 MTB event was supported by the previous RADES program.

# 4

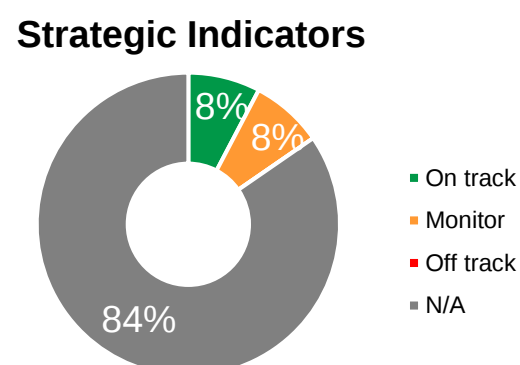
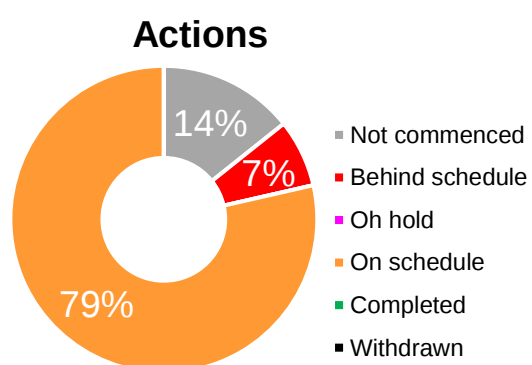
**A thriving and diverse economy that attracts investment and generates inclusive local employment**

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



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

### Summary of performance



### Council services provided

Business Support  
Economic Development  
Economic Recovery

Events  
Tourism and Visitor Information

### 4.1: Leadership enables economic prosperity, investment, recovery, resilience and growth

| Code  | Action Name                                                                                                                                                      | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Progress | Status                                                                              |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|
| 4.1.1 | Support businesses to leverage digital technologies to access new markets and create new products and services                                                   | <p>Council is leading the Project Control Group (in collaboration with Wellington Shire Council) and also sit on the State Steering Committee to plan the Digital Innovation and Smart Agriculture Forum (to be held in May 2023 in Bairnsdale).</p> <p>This will be delivered in two streams:</p> <p><i>Agriculture focus</i> - horticulture, farm security, grazing and irrigation.</p> <p><i>Technology focus</i> - Drones, genetics, tech in tractors, satellite tagging (high country), robotics and use of big data.</p>                                      | 25%      |  |
| 4.1.2 | Support business transition toward greater resilience and adoption of environmentally sustainable initiatives or practices and fostering of the circular economy | <p>Industry is being prepared for the ban on single use plastics coming into effect in February 2023.</p> <p>Council officers attended State Government delivered seminars on circular economy, renewable energy and carbon capture to further their knowledge of the investment opportunity and support business innovation.</p> <p>The Building Better Finance trial - an independent, expert facilitator of environmental upgrade finance is underway with Patties Pies and Council, with a view to seeing a wider roll-out across the region if successful.</p> | 25%      |  |

### Strategic Indicators

| Name                                                                                         | Comments                                                              | Result | Target                  |
|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------|-------------------------|
| Percentage of actions implemented from the Economic Development Strategy Action Plan 2022-26 | The Economic Development Strategy Action Plan is yet to be finalised. | -      | ≥ 80% of year 1 actions |

### Progress Indicator Legend

 - Not commenced 
  - Behind schedule 
  - On hold 
  - On schedule 
  - Completed 
  - Withdrawn

## 4.2: Collaboration amongst key partners is facilitated to improve pathways for education and skills training

| Code  | Action Name                                                                                                                                                           | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Progress | Status                                                                              |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|
| 4.2.1 | Facilitate engagement with young people, youth organisations and social enterprises to understand barriers to training and employment and their vision for the future | <p>The Youth Affairs Council Victoria future proof project is being delivered in collaboration with Wellington Shire Council, Moogji and Gippsland East LLEN. This project focus on engagement of young people in training and skill building that lead to employment opportunities in community service, youth work, emergency management and increases participation in recovery and community planning.</p> <p>Council was represented at the East Gippsland Specialist School Jobs Expo, which provided information and discussions around supported pathways to further education and/or employment for those living with disability and additional needs.</p> | 25%      |  |

### Strategic Indicators

| Name                                                                                           | Comments                                                                           | Result | Target |
|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|--------|--------|
| Exiting secondary school students undertaking an apprenticeship / traineeship or TAFE training | This is reported annually, with the 2021 results due to published in October 2022. | -      | > 24%  |
| Year 12 students continuing to university education                                            | This is reported annually, with the 2021 results due to published in October 2022. | -      | > 20%  |

## 4.3: Council's work with stakeholders fosters entrepreneurship and new business opportunities, particularly with communities facing change

| Code  | Action Name                                                                                                  | Comments                                                                                                                                                                                          | Progress | Status                                                                                |
|-------|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| 4.3.1 | Develop a program to identify, foster and promote emerging business leaders, entrepreneurs and new investors | The pilot program 'Business Boost - Cultivating and Connecting Entrepreneurs' in Buchan and Bruthen was established. The program aims to grow the number of businesses and jobs in these regions. | 50%      |  |

### Strategic Indicators

| Name                                                                       | Comments                                                                                          | Result | Target             |
|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|--------|--------------------|
| Participation in Council run programs delivered to support business growth | 210 participants across 13 industry workshops delivered.                                          | 210    | ≥ 300 participants |
| Number of new businesses registered                                        | This is only reported annually by REMPLAN and will be updated when the new figures are published. | -      | > 1,446 businesses |

### Progress Indicator Legend

 - Not commenced 
  - Behind schedule 
  - On hold 
  - On schedule 
  - Completed 
  - Withdrawn

#### 4.4: Targeted information and streamlined approvals and processes make it easier for business to invest

| Code  | Action Name                                                        | Comments                                                                                                                                                                                                                                                                                                                                                                       | Progress | Status                                                                              |
|-------|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|
| 4.4.1 | Review and enhance the coordination of Business Concierge Services | Funding has been secured to extend the Business Concierge Services until mid-2023. The service will be reviewed through this period before considering options beyond the current funding.                                                                                                                                                                                     | 0%       |  |
| 4.4.2 | Implement the outcomes of the Better Planning Approvals Project    | <p>The Better Planning Approvals Project will be implemented in conjunction with Council's upgrade of corporate information systems. The implementation date for the corporate systems upgrade has been reviewed and reset (March 2023).</p> <p>Improvements have been made to Request for Further Information templates. New correspondence templates have been prepared.</p> | 10%      |  |

#### Strategic Indicators

| Name                                                               | Comments                                                              | Result | Target   |
|--------------------------------------------------------------------|-----------------------------------------------------------------------|--------|----------|
| Average processing time for goods on footpath permits              | This is a 6-monthly KPI that will be reported on in the next quarter. | -      | ≤ 8 days |
| Average processing time trading permits                            | This is a 6-monthly KPI that will be reported on in the next quarter. | -      | ≤ 6 days |
| Average processing time for domestic animal business registrations | This is a 6-monthly KPI that will be reported on in the next quarter. | -      | ≤ 6 days |

#### Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

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

| Code                      | Action Name                                                                                    | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Progress | Status                                                                               |
|---------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------|
| <b>Major initiative 7</b> | Implement the Tourism Events Action Plan 2022-26                                               | <p>The preparation for the launch of the new Pathways to Growth Program, which replaces the former RADES (Regional and District Event Sponsorship) program, is underway. All resources and application guidelines have been loaded onto the Council website.</p> <p>Expressions of Interest for the inaugural intake will be released later this year and will see up to four home-grown events enter into new partnerships to support event growth and future sustainability. Destination Gippsland have been engaged to strengthen alignment of priorities and Events Gippsland support as the program is established.</p> | 25%      |   |
| 4.5.1                     | Partner with relevant stakeholders to implement key actions of the Destination Management Plan | <p>East Gippsland's application for Eco Destination Certification is nearing completion.</p> <p>Locations and signage for the regional astronomy experience trail 'Dark Skies' has been completed. Community and industry training to understand the opportunity this new asset presents has been promoted with workshops occurring across the Shire.</p> <p>Further work on development of a cycle path connecting Paynesville to Bairnsdale is being progressed as part of the Gippsland Lakes Aquatic Trails project.</p>                                                                                                 | 25%      |  |

#### Progress Indicator Legend

 - Not commenced 
  - Behind schedule 
  - On hold 
  - On schedule 
  - Completed 
  - Withdrawn

| Code  | Action Name                                                                                                                                                                                                                                                                                                                                           | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Progress | Status                                                                                |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| 4.5.2 | Undertake major projects that enhance the look and feel of our towns, improving the tourist experience and facilitating business investment including: <ul style="list-style-type: none"> <li>Buchan Streetscape and Activation Project;</li> <li>Bruthen Streetscape and Activation Project; and</li> <li>Mallacoota Streetscape Project.</li> </ul> | <p>The status of these projects and other relevant projects:</p> <ul style="list-style-type: none"> <li>Stage one of the Buchan Streetscape was tendered.</li> <li>The Bruthen Streetscape project detailed design has been finalised and will be tendered next quarter.</li> <li>Detailed design work is underway on the Mallacoota Streetscape project.</li> <li>The detailed design of the Nowa Nowa streetscape improvement has been prepared for tender.</li> <li>The Paynesville Progress Jetty improvement project is in detailed design.</li> </ul> <p>A range of other projects with aesthetic improvements are also well advanced, including upgrades to the Raymond Island Ferry Park and Koala Walk.</p> | 25%      |    |
| 4.5.3 | Upgrade the Bairnsdale Airport and work towards attracting a commercial air service to the region                                                                                                                                                                                                                                                     | Work has focused primarily on the upgrade of the Bairnsdale Airport and the runway extension in particular. Detailed design is currently being finalised to allow for the tendering of these works.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 20%      |    |
| 4.5.4 | Review Council's approach to the provision and management of caravan and camping facilities on Council managed land                                                                                                                                                                                                                                   | A consultant has been engaged to undertake a Caravan Park Management Model review. Council is currently reviewing the best management model for each Council-run park, this will identify strategic direction for the caravan parks and how to best support the community and boost tourism. A draft of report has been received and is under review.                                                                                                                                                                                                                                                                                                                                                                | 40%      |  |

## Strategic Indicators

| Name                                                                     | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                     | Result | Target      |
|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------|
| Number of tourism events held during the low and shoulder season periods | <p>Events held;</p> <ul style="list-style-type: none"> <li>East Gippsland Winter Festival;</li> <li>Deep in the Weeds;</li> <li>Twin Rivers Bream Classic;</li> <li>Tennis Seniors Victoria National Ranking Tournament;</li> <li>Round 4 Victoria Bream Classics Marlo;</li> <li>Squash Victoria Country Individuals Championship;</li> <li>Friends of the Mitta Give Back to the Mitta; and</li> <li>Great East Rail Trail Ride</li> </ul> | Eight  | > 50 events |

## Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

| Name                                                                              | Comments                                                          | Result            | Target          |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------|-------------------|-----------------|
| Total visitation to East Gippsland (international, domestic and daytrip combined) | The report for year ending June 2022 is still yet to be received. | No data available | > 1.3 million   |
| Tourism expenditure in East Gippsland                                             | The report for year ending June 2022 is still yet to be received. | No data available | > \$360 million |

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

| Code  | Action Name                                                                                               | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Progress | Status                                                                                |
|-------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| 4.6.1 | Explore export potential with local businesses who have globally competitive products                     | No action to report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0%       |    |
| 4.6.2 | Promote the shire as emerging leaders in sustainability and climate change adaptation                     | <p>A range of projects are taking place:</p> <ul style="list-style-type: none"> <li>• East Gippsland's application for Eco Destination Certification is nearing completion;</li> <li>• Planning is underway for future Nature Based Tourism Forums to progress actions from the Regenerative Tourism Forum;</li> <li>• The first of a series of Carbon Workshops was held with 16 participants, which informed farmers of emerging opportunities and value of carbon capture;</li> <li>• Preparation for single use plastics ban coming into effect in February 2023 is being rolled out to industry; and</li> <li>• Council's new Invest East Gippsland Website (currently in development) features content on Climate Leadership and Circular Economy.</li> </ul> | 25%      |    |
| 4.6.3 | Provide a voice for agriculture in Council's activities through the Agriculture Sector Advisory Committee | A farming rates subcommittee has been established to look at alternative rating models for primary producers, with a view to identifying options for Council's consideration.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 25%      |  |

#### **Strategic Indicators**

| Name                                                       | Comments                                        | Result        | Target          |
|------------------------------------------------------------|-------------------------------------------------|---------------|-----------------|
| Number of jobs in the agriculture sector in East Gippsland | The data source is yet to be updated this year. | 1,235 jobs    | > 1,235 jobs    |
| Value added by the agriculture sector in East Gippsland    | The data source is yet to be updated this year. | \$169 million | > \$169 million |

#### **Progress Indicator Legend**

 - Not commenced 
  - Behind schedule 
  - On hold 
  - On schedule 
  - Completed 
  - Withdrawn



Councillors and Council staff were out visiting the community that took in Lindenow, Bengworden and surrounding districts. Pictured: Mayor Mark Reeves talking with the Bengworden community at the Bengworden Hall.

# 5

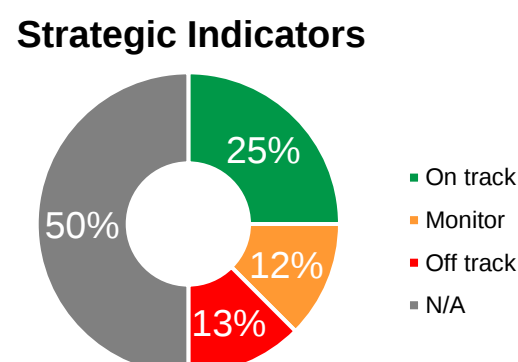
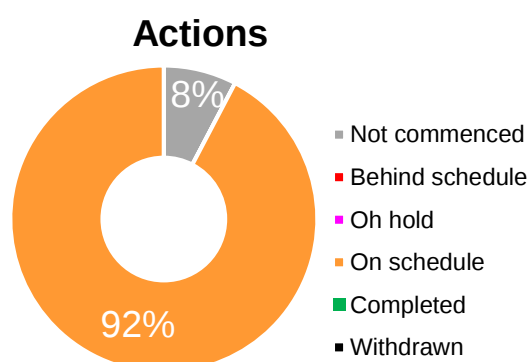
**A transparent organisation that listens and delivers effective, engaging, and responsive services**

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



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

### Summary of performance



### Council services provided

Commercial Business  
 Communications, Media and Civic Events  
 Corporate Planning  
 Council Enterprises  
 Customer Experience  
 Finance  
 Governance  
 Human Resources

Information Services  
 Occupational Health and Safety  
 Organisation Development  
 Procurement  
 Property Administration  
 Rates and Valuations  
 Risk Management

## 5.1 A better everyday customer experience is created for our residents and visitors

| Code                      | Action Name                                                                                                                                                                                                                                                                                   | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Progress | Status                                                                              |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|
| <b>Major initiative 8</b> | Implement the Customer Experience Strategy. Key projects include; <ul style="list-style-type: none"> <li>Enhance systems and processes to increase resolution of customer enquiries and requests at first point; and</li> <li>Streamlining customer response systems and processes</li> </ul> | Progress has been made with the Customer Experience Strategy through a collective group of actions. An update on the major projects include; <ul style="list-style-type: none"> <li>the implementation of a new customer response system – Civica is progressing, with a projected go-live date of March 2023;</li> <li>the escalation of the customer response actions has been identified as a strategic priority supported by a project plan.</li> </ul> | 25%      |  |

### Strategic Indicators

| Name                                         | Comments                                             | Result | Target                        |
|----------------------------------------------|------------------------------------------------------|--------|-------------------------------|
| Community satisfaction with customer service | Survey results will be made available later in 2023. | -      | ≥ Large Rural Council average |

## 5.2: Strong relationships with government, partners and stakeholders are maintained and strengthened to advocate for the community

| Code  | Action Name                                      | Comments                                                                                                                                                                                                                                                                                               | Progress | Status                                                                                |
|-------|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| 5.2.1 | Participate in One Gippsland advocacy activities | There were two One Gippsland meetings held, with Mr Russell Broadbent MP, and the Hon Darren Chester MP as guests.<br><br>There was also a contribution to the advocacy material to One Gippsland in the development of the Gippsland Region's advocacy priorities for the forthcoming State election. | 25%      |  |

### Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

| Code  | Action Name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Progress | Status                                                                              |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|
| 5.2.2 | <p>Deliver an advocacy program that focuses on Council's priorities. Key priorities include:</p> <ul style="list-style-type: none"> <li>• Seek homelessness funding allocation through 'Big Housing Build';</li> <li>• Seek commitment for support to bushfire recovery services at least until year five;</li> <li>• Seek commitment to telecommunications infrastructure upgrades;</li> <li>• Seek funding programs to implement a net zero emissions target; and</li> <li>• Seek funding and support for management of remnant vegetation and weeds on Council managed reserves and road reserves</li> </ul> | <p>Council recently updated and adopted the Advocacy Strategy, which includes a list of updated priorities. Updates on key priorities include:</p> <ul style="list-style-type: none"> <li>• Additional bushfire recovery funding has been secured, however currently this is limited to 30 June 2023. Discussions are ongoing for an extension to this timeframe;</li> <li>• East Gippsland and Wellington Shire councils were successful in receiving grant funding of \$500,000 (in total) towards the electronic document and records management system project;</li> <li>• The "Recovery Reset" social needs assessment has been provided to a range of funding bodies, providing the evidence to support further funding; and</li> <li>• Council has sought federal funding to implement a climate risk identification and mitigation program (based on Mallacoota trial with CSIRO).</li> </ul> | 25%      |  |

### Strategic Indicators

| Name                                                                       | Comments                                             | Result | Target                        |
|----------------------------------------------------------------------------|------------------------------------------------------|--------|-------------------------------|
| Community satisfaction with advocacy (lobbying on behalf of the community) | Survey results will be made available later in 2023. | -      | ≥ Large Rural Council average |

### Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

### 5.3: Communities are engaged in decision-making and support is provided to develop local solutions to local issues

| Code  | Action Name                                                                                                                          | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Progress | Status                                                                              |
|-------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|
| 5.3.1 | Build Council's capacity to deliver consistent and effective community engagement, and embed use of the Community Engagement Toolkit | Yet to commence in this financial year, however a project plan has been drafted for a dedicated piece of work to review Council's community engagement tools, policy, and methodology, with the aim of embedding consistent community engagement practice and understanding across Council.                                                                                                                                                                                                                             | 0%       |  |
| 5.3.2 | Strengthen how council's Place Manager model can support ongoing community engagement in remote areas of the municipality            | A review of the Place Manager model has occurred with a consultant report received providing recommendations on how Council best to strengthen the model in future. Work is now underway to consider how we transition from the recovery focused model, back to our business-as-usual place model.                                                                                                                                                                                                                      | 25%      |  |
| 5.3.3 | Conduct strong and effective community engagement for all major strategies and projects                                              | <p>There were five projects on Council's engagement portal, YourSay, that had 94 engaged participants through the site.</p> <p>A Community Engagement Plan to support the delivery of the Capital Works Program is under development. This will ensure community engagement is a purposeful, planned process and aligns to Council's Community Engagement Policy.</p> <p>The Culture and Creativity strategy underwent community consultation, which included a survey and a series of workshops across the region.</p> | 25%      |  |

#### Strategic Indicators

| Name                                                | Comments                                             | Result | Target                        |
|-----------------------------------------------------|------------------------------------------------------|--------|-------------------------------|
| Community satisfaction with informing the community | Survey results will be made available later in 2023. | -      | ≥ Large Rural Council average |

### 5.4: Continuous improvement systems are strengthened, and organisational efficiency enhanced

| Code  | Action Name                                                                   | Comments                                                                                                                                                                                                                                         | Progress | Status                                                                                |
|-------|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| 5.4.1 | Undertake service reviews for priority services and implement recommendations | <p>Currently there are three formal service reviews being undertaken. These include:</p> <ul style="list-style-type: none"> <li>• Service Centres and Libraries;</li> <li>• Visitor Information Centres; and</li> <li>• Forge Theatre</li> </ul> | 25%      |  |

#### Progress Indicator Legend

 - Not commenced 
  - Behind schedule 
  - On hold 
  - On schedule 
  - Completed 
  - Withdrawn

| Code  | Action Name                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Progress | Status                                                                              |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|
| 5.4.2 | <p>Fit for purpose technology is explored, implemented and used to generate productivity and efficiency gains across the organisation.</p> <p>Key projects include:</p> <ul style="list-style-type: none"> <li>Replace Rates, Property, Planning and Customer Request Management system;</li> <li>Improve datacentre capability through reduced infrastructure footprint; and</li> <li>Replace electronic records management system (multi-year project)</li> </ul> | <p>The three major IT are an important foundational step towards standardisation of Council's technology infrastructure and business systems. The projects status are:</p> <ul style="list-style-type: none"> <li><b>Civica implementation</b> (New Property, Rates, Planning and Customer Request Management); progressing with data migration. A revised go live date for March 2023.</li> <li><b>Datacentre consolidation</b> (in collaboration with Wellington Shire Council) has commenced and is progressing with the successful decommission of satellite sites across both shires now completed.</li> <li><b>New Electronic Document and Records Management Solution</b> (in collaboration with Wellington Shire Council) has commenced and is progressing with a completed scope and business requirements for the joint tender of a new system.</li> </ul> | 25%      |  |

### Strategic Indicators

| Name                                                | Comments                                                                                                                                   | Result | Target    |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------|
| Number of service reviews undertaken                | There are there are three formal service reviews currently underway, none are complete as yet.                                             | 0      | 2 reviews |
| Permanent workforce has access to mobile technology | Council has rolled out mobile technology to 80% of its permanent workforce to facilitate remote working and working from home requirements | 80%    | > 70%     |

### 5.5: Resources are managed to meet current and future needs and priorities

| Code  | Action Name                                                                                     | Comments                                                                                                                                                                                          | Progress | Status                                                                                |
|-------|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| 5.5.1 | Manage resources in accordance with Council's 10-year Financial Plan and asset management plans | The 10-year Financial Plan and the asset management plans form the basis of future decisions to ensure resources are managed in accordance with those plans and ongoing financial sustainability. | 25%      |  |

#### Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

| Code  | Action Name                                                                                | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Progress | Status                                                                              |
|-------|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------|
| 5.5.2 | Advocate to funding bodies to attract external and partner funding for high priority needs | <p>Funding applications were prepared and submitted for a range of projects and activities. These included:</p> <ul style="list-style-type: none"> <li>Emergency management funding to develop a whole of shire modelling of climate change risks (based on CSIRO partnership and project trial in Mallacoota);</li> <li>project design funding for Gippsland Lakes Yacht Club Facility renewal</li> <li>feasibility of an Arts Precinct in Bairnsdale;</li> <li>infrastructure funding for stage one of the Progress Jetty Precinct upgrade (Paynesville) and cycle ready infrastructure for Omeo Main Street; and</li> <li>funding submissions were also lodged for a range of sporting facility upgrades, including female friendly upgrades for AJ Freeman Oval (Paynesville).</li> </ul> <p>An additional \$13.5 million has been allocated by Bushfire Recovery Victoria for Council support and to allocate to support Community Recovery Committees and other key recovery needs (e.g. wellbeing services).</p> | 25%      |  |

### Strategic Indicators

| Name                                                                                                    | Comments                                                                                                        | Result | Target                  |
|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--------|-------------------------|
| Victorian Auditor-General's Office assessment of Council's overall Financial Sustainability is low risk | There is no current report back to Council on this particular review by the Victorian Auditor General's office. | -      | Achieve low risk rating |

### Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

## 5.6: Council attracts, develops, and retains an inclusive workforce to deliver services and priorities

| Code                      | Action Name                                                                                                                                                                                                                                                              | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Progress | Status                                                                                |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------|
| <b>Major initiative 9</b> | Review and redevelop the organisation's Occupational Health and Safety Management System                                                                                                                                                                                 | <p>An expression of interest for a service provider to review the current and formulate a Safety Management System (SMS) for Council was released and received eight eligible responses. These are currently under review by the evaluation panel.</p> <p>A revised approach to Contractor Management has been internally approved to progress. This is in addition to and complemented by the Australian Standard (AS) 2124 training recently completed.</p> | 25%      |    |
| 5.6.1                     | Implement the Workforce Plan 2021-25. Key actions include: <ul style="list-style-type: none"> <li>Review attraction and retention strategies;</li> <li>Deliver structured leadership development training; and</li> <li>Create succession plans for key roles</li> </ul> | Leadership development training is currently being developed by Wellington Shire Council. Consultation will take place with East Gippsland to identify opportunities to work together.                                                                                                                                                                                                                                                                        | 20%      |    |
| 5.6.2                     | Deliver actions from the Gender Equality Action Plan. Key actions for include: <ul style="list-style-type: none"> <li>Update employee diverse data collection systems; and</li> <li>Implement a safe and inclusive workplace training framework</li> </ul>               | <p>Gender Equity Action Plan has been finalised and endorsed by the Commission for Gender Equity.</p> <p>A new Project Officer will commence in October to progress the Gender Equity Action Plan.</p>                                                                                                                                                                                                                                                        | 10%      |  |

### Strategic Indicators

| Name                                                                  | Comments                                                                                                | Result | Target                  |
|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|--------|-------------------------|
| The percentage of actions implemented from the Workforce Plan 2021-25 |                                                                                                         | 0%     | ≥ 80% of year 2 actions |
| Unplanned annual staff turnover rate                                  | There were 12 terminations within the period, which puts the result under the quarter one target of 3%. | 2.94%  | ≤ 12%                   |

### Progress Indicator Legend

 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

## Contact us

Residents' Information Line: 1300 555 886

Contact Centre: (03) 5153 9500

National Relay Service: 133 677

East Gippsland Shire Council, PO Box 1618  
Bairnsdale 3875 Australia

Web [eastgippsland.vic.gov.au](http://eastgippsland.vic.gov.au)

Email [feedback@egipps.vic.gov.au](mailto:feedback@egipps.vic.gov.au)

Fax (03) 5153 9576

### In person

Bairnsdale: 273 Main Street

Lakes Entrance: 18 Mechanics Street

Mallacoota: 70 Maurice Avenue

Omeo: 179 Day Avenue

Orbost: 1 Ruskin Street

Paynesville: 55 The Esplanade

### Outreach Centres

Bendoc Outreach Centre - 18 Dowling Street

Buchan Resource Centre - 6 Centre Road

Cann River Community Centre - Princes Highway