



Council Plan Progress Report – Quarter One 2024-25

Period ending 30 September 2024

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Front cover image

Broad community engagement on the review of the Community Vision kicked off during the quarter with the first pop-up at the Cassilis Community Market.

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.

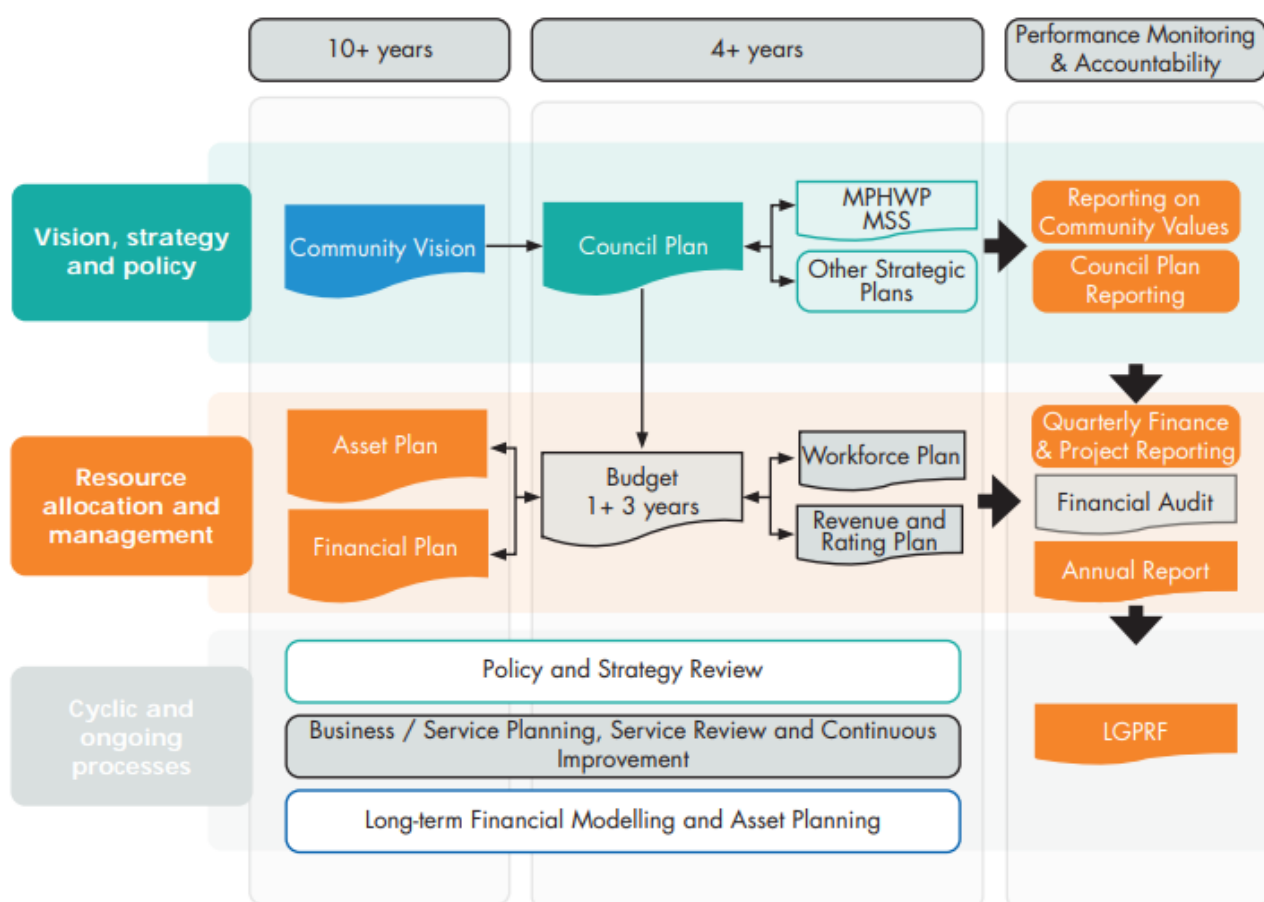
Our Vision

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

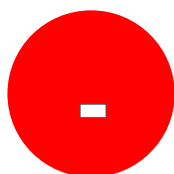
Council identified eight major initiatives for 2024-25. Major initiatives are high priority activities from the Council Plan that will require substantial time and resources to deliver.

Overall progress against these initiatives is summarised below.



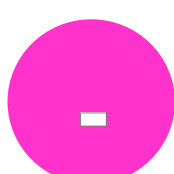
Not commenced

Activity has not started for this initiative. It is scheduled to commence later in the year or a previous initiative needs to be finalised before it can commence.



Behind schedule

Progress is not as expected but action is being/has been undertaken and is expected to get back on track.



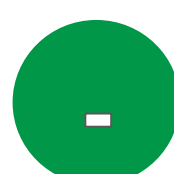
On hold

Progress has been placed on hold.



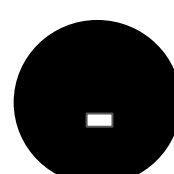
On schedule

Progress is on schedule



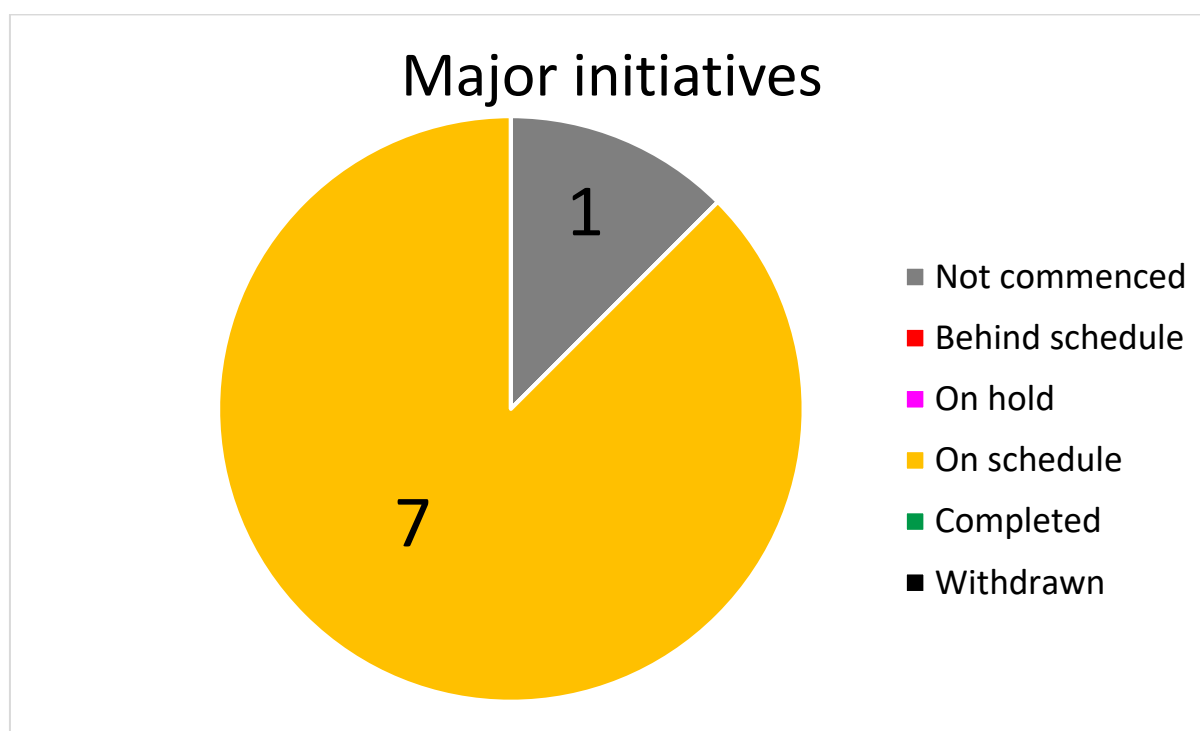
Completed

Activity or project is fully completed



Withdrawn

Activity is no longer a focus and has been withdrawn.





Locals celebrating the official opening of the Cann River Skatepark.

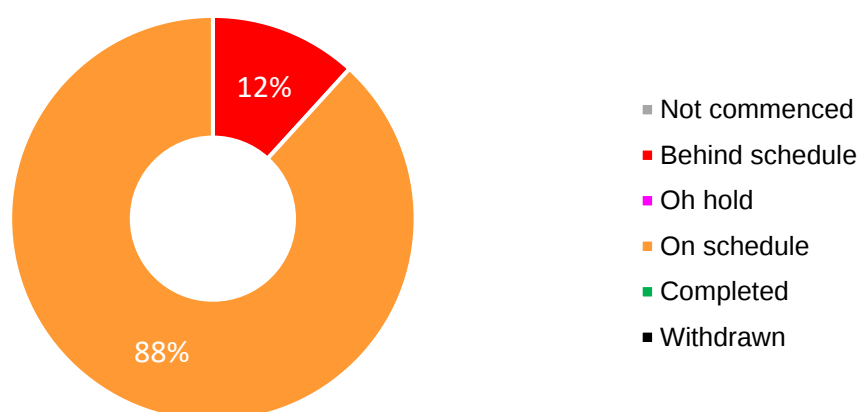
1 An inclusive and caring community that respects and celebrates diversity

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, and celebrates diversity	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, wellbeing, 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

Actions



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

Environmental Health
 Library
 Performing Arts
 Recreation Centres

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.1.1	Implement Gender Impact Assessments for all new projects that have a significant impact upon the community to ensure consideration for gender equity, access and inclusion, socio-economic, and age demographics.	Significant progress has been made in implementing the Gender Impact Assessment (GIA) process. This includes a series of cross-organisational training sessions and the launch of an updated online toolkit and template. This quarter, GIAs have been completed for the Annual Action Plan, the Community Vision, and the Hardship Policy, reinforcing our commitment to promoting gender equity across all initiatives	25%	
1.1.2	Engage with the local community groups to identify culturally sensitive programming and service opportunities.	This quarter, the Recreation Centre services initiated an Indigenous Outreach Project that utilised the BARC stadium for a Hip Hop dance program. This event marks the beginning of a series of collaborations where Recreation Centre services will partner with other Council departments to host multicultural programs. Additionally, a mobile library service now makes ongoing fortnightly visits to the Gippsland and East Gippsland Aboriginal Co-operative (GEGAC) in Bairnsdale, to enhance access to library materials.	20%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Community satisfaction with accessibility to Council facilities	Targeted subject matter expert position currently vacant.	20%	Baseline to be confirmed
Number of community facilities and infrastructure upgraded to improve accessibility	There were four buildings upgraded during the quarter which include: The WORLD Precinct, Lake Tyers Hall, Marlo Toilet Block, and Forest Park. This result is on target to meet 10 upgrades for the year.	4	≥ 10
Utilisation of aquatic facilities	Utilisation of aquatic facilities continues to grow. The BARC saw an increase to Swim School enrolments, as well as additional Aquafit classes being offered. The Aquadome utilisation continues to improve, with the recent replacement of the Air Handling Unit, making for a more pleasant experience of members.	2.56	≥ 10

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.2.1	Identify opportunities to support cultural and creative practitioners to develop their professional skills within the region.	This quarter Council has aligned some of its programming with a new funding source from Emergency Recovery Victoria. We are developing a skills development program with an external provider, MILKE, who will deliver workshops and support to local creatives over a 6-month program in 2025.	35%	
1.2.2	Support the development and activation of public spaces to provide opportunities for the community to present cultural works.	This quarter Council activated approximately 12 public spaces for exhibitions and performance. This included events such as Helios, Bunktopia & Woody's Bush Cabaret all of which toured throughout East Gippsland	25%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Number of cultural and creativity focused organisations / individuals funded through Council's community grants program	This quarter, Council has awarded 1 community small grant and 4 community impact grants related to culture and creativity.	5	≥ 34

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.3.1	Recognise volunteer contributions across the region through the delivery of the Annual Australia Day Awards, National Volunteer Week programs and other volunteer initiatives and programs.	There was minimal activity during the quarter, as volunteer recognition events are scheduled for January and May. However, volunteer contributions have been acknowledged at project openings, including Jemmys Point Lookout. Communications materials published through Council channels have celebrated volunteerism, highlighting partnerships like that between the Bairnsdale City Oval/Football Club and our Parks and Gardens Team, which helped bring Gippsland (Major) League football back to Bairnsdale.	15%	
1.3.2	Support community Committees of Management to oversee the operation of a range of council facilities.	The annual allocation administration for the 24/25 year has commenced during the quarter enabling Committees of Management to claim contributions toward operating costs. Officers continue to liaise with these committees to provide support for various activities, including assistance with applications to the Regional Development Victoria Tiny Towns funding program.	25%	
1.3.3	Harness the benefits of volunteering and the availability of volunteering opportunities across the shire including targeted opportunities to increase youth engagement.	The Economic Development team has engaged Happy Change Makers to develop a partnership roadmap with our 12 volunteer Business and Tourism Associations and Chambers of Commerce, aiming to enhance their capacity and capabilities while improving engagement with Council and other stakeholders. Additionally, 14 Youth Ambassador and FreeZa events were held, along with six community-led emergency recovery training exercises. Volunteers from Omeo, Buchan, Orbost, and Mallacoota participated in these exercises, supported by Council officers and a consultant.	25%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.3.4	Support community-led emergency relief centre volunteers and continue to build volunteer capacity.	Community-led emergency relief centre training conducted last financial year was followed up this quarter with exercises across East Gippsland. Volunteers from Omeo, Buchan, Orbost, Cann River, and Mallacoota participated in these exercises, supported by Council officers and a consultant. Council continues to assist volunteers with relief centre guides, training, updates, and communications to ensure they remain connected ahead of the severe weather season.	25%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Community group satisfaction with Council support	Due to resourcing the survey was not conducted during the quarter.	No Data	Baseline Developed
Number of events held that recognise and support volunteers	None for the first quarter, events planned for January and May 2025.	0	≥ 4

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.4.1	Review the Ageing Well in East Gippsland - Age Friendly Communities Strategy 2017-2030 and implement key actions to support the region's aging population.	The Ageing Well Officer position, tasked with implementing the Ageing Well Framework developed in 2023, and is ready for advertisement in quarter 2.	5%	
1.4.2	Collaborate with key stakeholders to deliver on the actions of the Well place for Wellbeing Plan 2021-25.	Following a meeting with stakeholders at the end of the last financial year, Council officers continue to engage with them to finalise the action plan for the final year of the Well Place for Wellbeing Plan.	10%	
1.4.3	Work with key service providers and government to increase the resilience of telecommunications infrastructure during disasters, improve the quality and extent of coverage to support regional living and provide equitable access to services and digital technologies.	Council continues to collaborate with service providers and advocate with State and Commonwealth Ministers to ensure the resilience of telecommunications infrastructure before, during, and after events and disasters in the municipality. Advocacy efforts include working with NBN, the Special Envoy for Disaster Recovery, and relevant Ministers for the continuation of the Strengthening Telecommunications Against Natural Disasters (STAND) initiative, which is vital to East Gippsland's Municipal Emergency Management Planning. In July, Council invited Telstra, NBN, and Ausnet to the Economic Development Advisory Committee meeting to discuss and develop plans for East Gippsland.	25%	
1.4.4	Encourage health and wellbeing through the delivery of recreation services, including the allied health service program	The allied health service programming at our Recreation Centres continued to operate in the quarter. However, no direct health and wellbeing promotions were conducted during this period.	25%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Number of referrals to Council's recreation centres through an allied health service program delivery.	The cause of the decline in referrals is currently unclear. We will reach out to BRHS to confirm that the proper processes are being followed and that visits are being accurately recorded, as they are utilising the facility.	1	≥ 800

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

Action Code	Action Name	Comments	Progress	Traffic Lights
Major Initiative One	Develop engagement and collaboration agreements to build sustainable and beneficial relationships with Aboriginal organisation and communities.	Council officers continue to strengthen lasting relationships with Aboriginal communities and organisations across East Gippsland. This includes supporting cultural events such as the Elders Lunch, seniors' week event planning with community members, Indigenous Literacy Day, kindergarten openings, National Aboriginal and Torres Strait Islander Children's Day, and various NAIDOC Week activities. To ensure respect and understanding during Sorry Business and other cultural events, officers have undertaken Indigenous Mental Health Training. Council remains an active member of the First Nation Local Government Network and engages with Aboriginal organisations and communities throughout East Gippsland. Internally, the draft Reconciliation Action Plan has been completed and will be presented to Council in the near future.	25%	
1.5.2	Collaborate with Traditional Owners to ensure cultural heritage values are integrated into infrastructure planning and design.	Council continues to liaise with Traditional Owners regarding relevant projects. Key achievements during the quarter include the progression of the Krauatungalung Walk in Lakes Entrance, which incorporates significant cultural heritage components.	25%	
1.5.3	Introduce cultural awareness training to enhance knowledge of Aboriginal Culture across our organisation.	Council has engaged Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) to deliver a new Aboriginal Cultural Awareness Program aimed at developing knowledge of Aboriginal culture and history and building strong partnerships between Council and local Aboriginal communities. The program will be rolled out to all staff in groups of 25 participants during the 2025 financial year, commencing in October 2024.	30%	
1.5.4	Embed a culture of safety and inclusivity into our internal processes to deepen our connections with Aboriginal Communities.	The draft Reconciliation Action Plan has been completed and Aboriginal Cultural Awareness Training is scheduled for rollout during quarter two and three.	25%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	YTD Actual	Target
Number of projects and service reviews that have included formal engagement with traditional owners	Conducting a Cultural Heritage assessment is a routine part of our capital works projects, and the outcomes of these assessments contribute to the level of Council's engagement with Traditional Owners. In the current program, 26 projects have completed Cultural Heritage Assessments, with Council officers actively engaging with Traditional Owners on two projects between July and September 2024: - Krauatungalung Walk Stage 1 - art installations - Orbost Forest Park - opening ceremony Additionally, many of Council's projects include representation from Indigenous partners in their Project Reference Groups.	26	≥ 10
Percentage of Council directorate representation on Reconciliation Action Plan working group	The Place and Community Directorate's Programs team is working to bring the plan back on track for engagement with the rest of Council.	33.00%	= 100%
Percentage of staff who have participated in culture awareness training in the past 24-months	Training will commence during quarter two.	0%	= 100%

Progress Indicator Legend

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

1.6: Council is culturally and linguistically inclusive and celebrates diversity

Action Code	Action Name	Comments	Progress	Traffic Lights
1.6.1	Promote Council programs that support cultural and linguistic diversity and continue to embed diversity and inclusion in Council events and programs.	During the Australian Citizenship Day and Ceremony, 17 new citizens from Iran, the Philippines, New Zealand, the United States, Vietnam, Taiwan, Italy, and the United Kingdom formally pledged their commitment to Australia in front of a large gathering of family and friends at St Mary's Parish Centre in Bairnsdale. The Council's small grants and impact grants programs supported diverse groups, including initiatives focused on women's financial literacy, events for the blind and low-vision community, gender-based violence prevention, and Indigenous support. The Rainbow Ball was also successfully supported and held locally. Additionally, Council's website is available in 10 languages other than English.	25%	

Strategic Indicators

Name	Comments	YTD Actual	Target
The number of multicultural initiatives supported by Council	Vacancies across business units has resulted in no targeted approach to multicultural initiatives. Officers are only responding to requests from community of which there has only been one.	1	≥ 10

Progress Indicator Legend

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



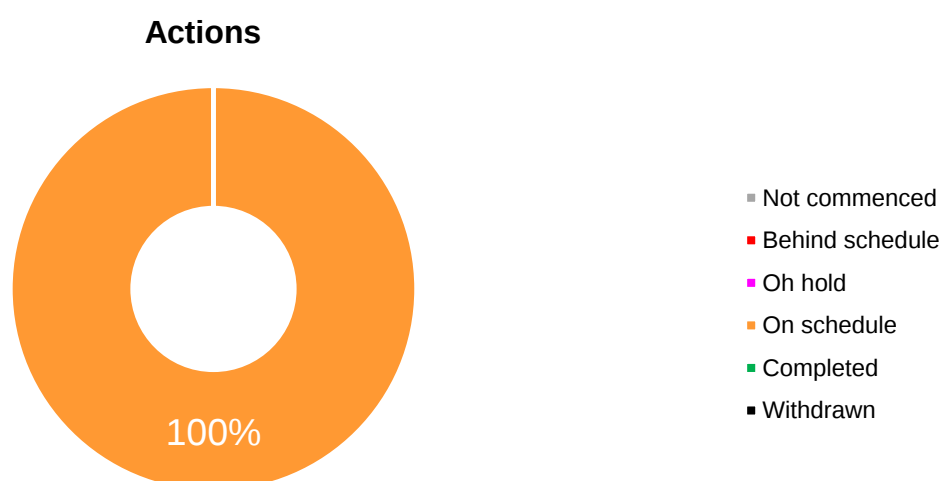
Community members celebrating the re-opening of the Old Slipway, which was redeveloped into a vibrant public space!

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

Capital Works and Major Projects update

Lakes Entrance Foreshore Park	East Bairnsdale Play Space (Hoddinott Reserve)
 Lakes Entrance Foreshore Park, located on the north side of Cunninghame Arm, is being developed to enhance recreational use, with plans for a playground, pathways, and landscaping. The project aims to create a safe and engaging environment for young people of all abilities, promoting creativity and physical activity. Funding from the Australian Government has made this possible. The project is nearing completion, with playground equipment, shelters, seating, and drinking fountains installed. The gardening team is adding trees, plants, and safety features to ensure an accessible and enjoyable space, including water play, nature play, and inclusive design elements.	 This project, funded by the Victorian Government and Council, aims to create a vibrant destination for the local community that combines play and passive recreation. The upgrade will introduce contemporary and interactive play facilities, new seating, and landscaping to rejuvenate the reserve. Key components will include an accessible and inclusive play space for ages 4 to 12, shade trees, picnic facilities, and seating throughout the area. Advanced boulder play options will be available, alongside structured play equipment under an existing shade structure, and a nature-based play area featuring logs and stepping stones for varied play experiences. The project has been awarded to GLaWAC and is set to commence early December.

Bairnsdale Air Ambulance Facility	Slip Road Maritime Precinct, Paynesville
 The construction of a Patient Transfer Facility for Air Ambulance Victoria (AAV) is a priority outlined in the Bairnsdale Airport Masterplan 2020. Bairnsdale Aerodrome records the highest number of fixed-wing aeromedical retrievals in regional Victoria, with AAV aircraft visiting two to three times daily for patient transfers. The facility design draws on the Patient Transfer Facility Plan for Mildura Airport, with feedback from AAV on potential enhancements. AAV will also upgrade their aircraft from the King Air 200 series to the King Air 360 series. This project is funded by the Australian Government through the Regional Airports Program Round 3. Local contractor CalCivil has been awarded the construction contract, with civil works and site preparations underway, including the building foundation layout.	 Following a comprehensive review of unforeseen lakebed conditions, we have updated the design for the Slip Road project to enhance the long-term durability of the waterfront structures. These updates address the geotechnical review, ensuring the stability and resilience of the water-based infrastructure. Our construction partner, Carter Marine, is making good progress. Piles have been installed using a barge and are ready for splicing/welding. A third-party contractor is testing the driven piles to confirm they have reached the necessary refusal strength, evaluating factors such as load-bearing capacity and overall integrity. This testing is nearing completion. The installation of seawall panels is almost finished, and work on the boardwalk will begin soon. Pontoon designs are close to finalisation, with pre-fabrication set to start once approved. Carter Marine is expected to complete the seawall, jetties, and associated works by December 2025.

Omeo Mountain Bike Trail	Krauatungalong Walk
 The nationally significant mountain bike project located at the base of Sam Hill (Mt Sam) is progressing well, funded by all three levels of government. The planned trail network will span approximately 100 km, catering to beginner, intermediate, and advanced riders with various terrains, including cross-country trails, challenging climbs, and jump runs. Our contractors, Common Ground, trail crew is making significant headway, with work ongoing on XC15 Up and Down on Sam Hill, and GR2 and GR3 on Mt Mesley. The trails developed so far have received positive feedback. Located just 200 meters from the town center, the gravity-descent trails lead back to the main street. Over 100 km of trails are planned, with much of the network set to open this spring, while 22 km are already available for mountain biking enthusiasts to enjoy.	 Krauatungalong Walk Stage 1 began in 2023, featuring the installation of an Indigenous Garden that represents the five Gunaikurnai clans, along with a seating area showcasing Gunaikurnai creators Borun the pelican and Tuk the Musk duck to enhance cultural experiences. Partnering with the GLaWAC emphasizes our commitment to engaging with Gunaikurnai Traditional Owners. GLaWAC will design and install cultural art pieces, ensuring the project is rooted in cultural heritage. Significant construction progress has been made, including the installation of boardwalk piles from the sand spit to the water pavilion, and the demolition of the old boat shed. A concrete footpath from the surf club to the water pavilion has also been completed, providing easy access for visitors. Overall, substantial progress on the Krauatungalong Walk Stage 1 boardwalk has been achieved.

Mallacoota Streetscape	WORLD Sporting Precinct
 Mallacoota's Maurice Avenue is undergoing a major makeover as part of an upgrade to enhance the streetscape, improve functionality, and boost aesthetics. This initiative aligns with the Mallacoota Structure Plan 2007 and the Masterplan, and it plays a crucial role in the Disaster Recovery Plan identified by the Mallacoota and District Recovery Association (MADRA) to support commercial and tourism activities. Funding for the project comes from the Australian Government's Regional Recovery Program and East Gippsland Shire Council. Significant community engagement has informed the upgrade, which will enhance the town center's appeal through native plantings and aggregate pathways inspired by nearby Quarry Beach cliffs. Construction began in July, starting at the IGA end of Maurice Avenue, with the installation of kerbs, channels, and footpaths underway.	 The project stems from the Council's Bairnsdale Sporting Facilities Plan, adopted in September 2018, which prioritised development due to increased participation in Netball, Hockey, Soccer, and Futsal. The project has attracted significant investment from the Australian and Victorian Governments, including grants and a low-interest loan. Currently, the design of the WORLD soccer pavilion and two soccer fields is in progress, supported by a Project Reference Group (PRG) composed of key community interest groups that will utilise the new facilities.

Marine Parade, Lakes Entrance	Swifts Creek Recreation Reserve
 Council secured funding from the Australian Government for the upgrade and redevelopment of Marine Parade in Lakes Entrance, extending from the entry roundabout at Marine Parade and the Princes Highway to the Barks Avenue intersection. The project focuses on implementing traffic calming measures, enhancing pedestrian safety, and improving on-road parking safety. Our contractor, Cranes Asphaltting and Bitumen Sealing, has made visible progress on constructing car parking along the north side of Marine Parade, which is expected to provide a total of 50 formalized parking spaces upon completion. Additionally, improvements will be made to the intersection of Marine Parade and Carstairs Avenue to significantly reduce localized flooding in the area. Cranes is diligently working to complete the project and is on schedule to finish before the Christmas holiday season.	 Like many rural communities, sport and recreation play a vital role in fostering social connections and promoting physical and mental well-being. The Swifts Creek Recreation Reserve Committee of Management recognizes the importance of the reserve as a key asset for Swifts Creek and surrounding areas. Funded by the Victorian Government through the Local Economic Grants Program, we are pleased to announce that the playing courts are now complete, and we are moving forward with the construction of the Pavilion. Local contractor Design Co has been awarded the contract for this project, which will replace existing facilities (changerooms, umpire rooms, toilets, tennis clubroom) with a new multipurpose community pavilion. This pavilion will be accessible and fully compliant with netball and AFL guidelines. Demolition of the existing pavilion and site preparation has already begun.

Lake Tyers Beach Hall



We are excited to announce the successful completion of the Lake Tyers Beach Community Hall upgrade, funded through the Australian Government's Black Summer Bushfire Recovery program and significant Council investment. This beloved community hub has been transformed, enhancing both its functionality and contemporary appeal.

What's new for the community:

- **Enhanced IT facilities:** Improved connectivity with upgraded infrastructure.
- **Expanded meeting spaces:** New indoor and outdoor areas for various community activities.
- **Upgraded bathrooms:** Increased toilet facilities for greater comfort during events.
- **Improved accessibility:** New compliant parking, pathways, and ramps promote inclusivity.
- **Modern new look:** Termite damage and asbestos led to a redesign of the entry and replacement of exterior cladding with bushfire resistant Colorbond in 'Surfmist,' ensuring safety and a sleek appearance.

These enhanced facilities will support a wide range of community activities and events, and we look forward to seeing the hall thrive in its updated form.

Buchan Recreation Reserve



Council, with support from Victorian and Australian Governments and community funding, is investing in the Buchan Recreational Reserve Master Plan. This initiative underscores the importance of sport and recreation in fostering community resilience, especially for small communities like Buchan that face natural disasters.

The Buchan Recreational Reserve, located near the Buchan River, serves as a vital staging area during emergencies and is home to several local sporting clubs, including pony, netball, tennis, football, and cricket.

Upgrades are currently underway:

Netball and Tennis Courts:

- The asphalt surface has been removed, and old change rooms have been demolished.
- Contractors are adjusting the existing base material and have delivered electrical conduits and stormwater components.
- Excavation work continues, along with the construction of new retaining walls.

Pavilion:

- The contract for the Pavilion construction was awarded in August to local builder Cadbuild, who will begin work on-site before Christmas.

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

Action Code	Action Name	Comments	Progress	Traffic Lights
2.1.1 - Major Initiative Two	Initiate and progress Planning Scheme Amendments including the Municipal Planning Strategy, Planning Policy Framework, Housing and Settlement Strategy, Rural Land Use Strategy and the Paynesville Growth Area Structure Plan.	All four amendments have received authorisation from the Minister, and public exhibition is set to begin in quarter two and three.	25%	
2.1.2	Finalise and commence delivery of the actions of the Coastal and Marine Management Plan.	The draft Coastal and Marine Management Plan has been presented to Council on 4 June 2024, with amendments made based on feedback. Engagement with key stakeholders is planned, but it is currently on hold until the election period concludes.	20%	
2.1.3	Implement the year one actions of the Public Open Space Strategy.	Council received a briefing on the Draft Public Open Space Strategy on 12 August 2024, with revisions made according to feedback. Community engagement will restart after the election period, with the goal of finalising the strategy early in 2025 and beginning implementation.	25%	
2.1.4	Deliver actions from key growth area plans including Lakes Entrance Northern Growth Area and Paynesville Growth Area Structure Plan.	Work is underway on the review of the Lakes Entrance Northern Growth Area Development Contribution Plan (DCP) and Planning Scheme Amendment. The Planning Scheme Amendment for the Paynesville Growth Area is authorised and ready for public exhibition. Additionally, infrastructure planning for Lucknow/East Bairnsdale is pending a funding agreement with the Victorian Government.	25%	
2.1.5	Finalise the 'Bairnsdale 2050' Project and seek Council endorsement.	The draft Bairnsdale 2050 Strategy is in progress, following an internal workshop and a Community Panel workshop. Further engagement is scheduled for quarter two and three to advance the project towards Council endorsement.	25%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	YTD Actual	Target
Completion of 2024-25 milestones for the Public Open Space Strategy	The draft Public Open Strategy is not yet adopted.		≥ 90%
Council planning decisions upheld at VCAT	1 Appeal Outcome - Remit	100%	100%
Planning applications decided within required time frames	This is an improvement from the previous quarters due to improved processing and reporting. Officers are provided weekly reporting to track the progress of current applications. Officers have also implemented improved delegation process to reduce processing times for complex applications.	51.85%	≥ 40%
Time taken to decide planning applications	This is an improvement from the previous quarters due to improved processing and reporting. Officers are provided weekly reporting to track the progress of current applications. Officers have also implemented improved delegation process to reduce processing times for complex applications.	70.00	≤ 110
Community satisfaction with building and planning	Data for this indicator is calculated annually and therefore an update will be made at the end of the financial year.	-	≥ Large Rural Council average

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
2.2.1	Improve the management of Council's assets, by enhancing data accuracy within the Asset Management Framework system	Council is focused on improving processes to ensure accurate data capture for new assets, particularly those arising from the capital works program. Additionally, to address the drainage data backlog, an Asset Management System Administrator has been employed to enter details of old drainage construction plans into the Asset Management System.	25%	
2.2.2	Set and implement service standards for the maintenance of key asset classes.	Work has commenced on componentising Council buildings, which involves separating each building into its various components (e.g., roof, walls, air conditioning) to allow for individual condition ratings. Maintenance and renewal programs will be developed for each building component. Asset Management Plans for the six key asset groups—Roads, Drainage, Bridges, Waste, Buildings, and Open Spaces—are currently under review.	25%	
2.2.3	Deliver the WORLD Sporting Precinct, Omeo Mountain Bike Trails and Bairnsdale Airport Terminal (Air Ambulance Facility) projects.	The final phases of the WORLD Sporting Precinct, including the soccer facility and pavilion, are underway, with the final concept design under review and moving toward detailed design. The Vegetation Management Plan for the offset site has been completed and is being assessed by landowners. The Omeo Mountain Bike Trails, totalling 22km, are now open to the public, with stages 1 and 2 completed. An additional section of trails is set to open in November 2024, increasing the total length to 50km. The tender for the Bairnsdale Airport Terminal was awarded to Cal Civil in August 2024, and on-site work commenced on October 14, 2024.	30%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
2.2.4	Maintain Council's roads, footpaths, and other infrastructure to provide safe and suitable physical connectivity for all communities.	In the first quarter of 2024-25, the sealed road length totals 1,329.37 km, with 1,276.17 km below the intervention level and 53.22 km above it. This results in a KPI of 96%, exceeding the target of 95%. For footpaths, the intervention levels show 277 km below the intervention level and 7 km above it, achieving a KPI of 97.5%, also surpassing the target of 95%.	25%	
2.2.5	Implement the key actions of the Road Safety Strategy.	The Road Safety Strategy Implementation Plan has been prepared, and projects addressing high-priority tasks for the first year are underway. Anti-hoon treatment is currently being trialled at Eagle Point Bluff, and a range of speed limit changes are in progress. Additionally, funding for road safety treatments, such as roundabout improvements, is being sought from the Department of Transport and Planning and the Transport Accident Commission.	10%	
2.2.6	Commence detail designs for capital projects that have been identified as priority projects for future years, including the Lakes Entrance Indoor Sports Facility, Benambra Streetscape and the West Bairnsdale Recreation Reserve.	The Lakes Entrance Indoor Sports Facility has received approval from the state funding body, allowing Council to release the tender for design services, which are currently under assessment. The Benambra Streetscape project has also commenced, with initial scoping to inform the concept design and further community engagement. Meanwhile, the masterplan for the West Bairnsdale Recreation Reserve is in the final review stage, focusing on establishing an implementation strategy that includes a staging plan and budget.	30%	
2.2.7	Implement key actions for the East Gippsland Sporting Facilities Plan and the Bairnsdale Sporting Facilities Plan.	A range of strategic upgrade projects at Bairnsdale City Oval has been initiated, with a strong focus on improving field quality. This effort has led to the ground being selected to host a Gippsland League final for the first time in over 40 years. Additionally, a grant application for upgraded netball court lighting at this venue has been submitted.	20%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	YTD Actual	Target
Percentage of Committees of Management and volunteer groups for Council managed land with a guiding plan	The result remains consistent with previous years, as anticipated.	10%	> 70%
Percentage of community recreation reserves and halls asset condition above target condition rating	Condition ratings are pending determination.	No Data	> 70%
Sealed local roads maintained to condition standards	Data for this indicator is assessed semi-annually and annually, with results expected in quarter two.	-	≥ 80.00%
Asset renewal and upgrade expenses as a percentage of depreciation	Data for this indicator is assessed annually, and an update will be provided at the end of the financial year.	-	> 100%
Community satisfaction with appearance of public areas in East Gippsland	Data for this indicator is assessed annually, and an update will be provided at the end of the financial year.	-	≥ Large Rural Council average
Percentage of adopted capital projects completed at the conclusion of the financial year (based on the most recent amended budget)	Data for this indicator is assessed annually, and an update will be provided at the end of the financial year.	-	> 80%

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
2.3.1 - Major Initiative Three	Undertake a climate risk assessment to identify and respond to the likely impact of extreme weather and climate events on Council and community infrastructure and services.	Stage 1 methodology has commenced with the engagement of a consultant. Finity has been tasked with understanding current climate risk management practices and collaborating with municipal stakeholders to establish methods for a climate risk assessment. This includes identifying the best available data sets and developing a framework for an online interface. An initial stakeholder meeting in the second quarter will focus on: - Engaging asset managers in proactive resilience building in the region - Developing an understanding of the need for climate risk information - Identifying available data sets - Verifying the risk assessment methodology - Ensuring the interface framework supports asset management	25%	
2.3.2	Commence the use of recycled materials in road maintenance projects.	Recycled silage wrap from Swifts Creek has been mixed with recycled glass to produce asphalt used for resurfacing Giles Street and Bosworth Road in Bairnsdale, as well as Langford Parade and Victoria Street in Paynesville. Ongoing monitoring of these sites will be conducted.	35%	
2.3.3	Enhance community and business emergency management planning and resilience through an understanding of placed based strengths.	Council continues to support communities within the Omeo District in reviewing and updating their Community Emergency Management Plan for presentation to the East Gippsland Municipal Emergency Management Planning Committee. This effort is also being extended to Aboriginal communities, with documents expected to be presented to Council in the second quarter. Planning is underway to begin similar processes in the Lakes Entrance District. Community Recovery Committees are being supported in their requested planning efforts. Several projects funded through Bushfire Recovery are ongoing, assisting businesses in identifying and building on strengths while focusing on agribusiness, digital connectivity, and skills improvement.	25%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	YTD Actual	Target
2024 - 25 milestones achieved for climate risk analysis	On track, following the tender process which highlighted the significance of Stage 1 methodology before proceeding with the analysis..	100%	100%
Percentage of communities that need a Local Incident Management Plan have one in place	Communication with communities is ongoing to ensure needs are met.	100%	100%
Community satisfaction with emergency and disaster management	Data for this indicator is collected annually, and an update will be provided at the end of the financial year.	-	≥ Large Rural Council average

Progress Indicator Legend

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



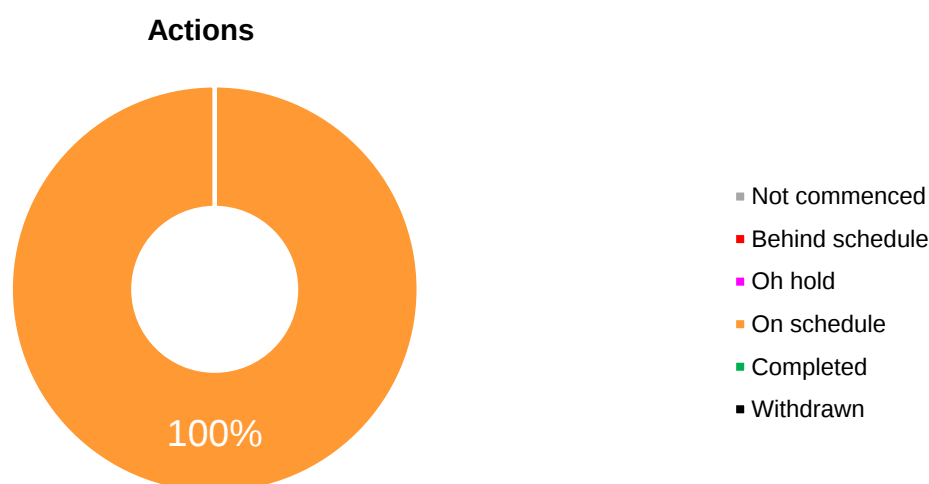
Progress continues for the Organic Waste Processing facility development at the Bairnsdale Landfill. Additional recycling of solar panels and the separation of copper wire using a granulator machine is now available as well.

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
3.1.1 - Major Initiative Four	Finalise Councils Greenhouse Gas Emissions Reduction Plan and commence delivery of year one actions.	A draft Greenhouse Gas Emissions Reduction Plan was prepared in August 2024. Efforts to integrate an economic analysis of the draft plan have begun, with consultations with key internal stakeholders scheduled for the upcoming quarter before finalisation	60%	
3.1.2	Work with community, business and industry to develop a community greenhouse gas emissions profile, support actions to reduce emissions and increase awareness of the impacts of climate change.	Council has acquired software that provides a data set of community emissions specific to East Gippsland, which will inform future target setting and engagement strategies for practical emissions reduction. Additionally, home energy audit kits have been purchased to assist residents in evaluating their energy use, available for loan from Council libraries. Collaboration with RMIT University and the Swifts Creek community is underway to deliver an arts program focused on climate change education and adaptation.	10%	
3.1.3	Work with local developers and stakeholders to apply Environmentally Sustainable Design principles across new subdivisions and developments.	Ongoing discussions and negotiations with developers are taking place to ensure subdivision designs adhere to Environmentally Sustainable Design (ESD) principles. ESD policies have been included in the Municipal Planning Strategy and Planning Policy Framework amendment.	25%	

Strategic Indicators

Name	Comments	YTD Actual	Target
New public electric vehicle charging stations operational	Installation of the final three chargers is underway. The charger in Buchan is installed but awaiting connection to the electricity grid. Civil works at Mallacoota are progressing, and discussions with NRMA regarding Lakes Entrance and shared service costs are ongoing.	4	≥ 7
Proportion of Council passenger vehicle fleet is electric, hybrid or uses alternate fuel sources	Out of 43 vehicles, 21 utilise alternative fuels where viable (specifically for private usage and pool vehicles): 20 hybrids and 1 electric vehicle.	48.84%	> 20%
Percentage of Council's electricity use from renewable sources	Data for this indicator is calculated annually, and an update will be provided at the end of the financial year.	-	> 95.00%

Progress Indicator Legend

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

Name	Comments	YTD Actual	Target
Reduce Carbon emissions from Council's operations	Data for this indicator is calculated annually, and an update will be provided at the end of the financial year.	-	< 2,010
Total Kilowatt hours output from renewable energy systems at Council Owned facilities	Data for this indicator is calculated annually, and an update will be provided at the end of the financial year.	-	> 10.00%

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
3.2.1	Ensure Water Sensitive Urban Design principals are utilised in urban areas to improve the health of local waterways and wetlands.	Progress on the Shire-wide Stormwater Management Plan is strong, focusing on integrating Water Sensitive Urban Design (WSUD) principles. Phase 1: Data on catchment and drainage assets has been gathered, estimating asset age based on construction drawings due to limited historical records. Phase 2: Identification of specific stormwater issues is next. Phase 3: Flood mapping will follow, utilising data from the earlier phases. WSUD Asset Capture: All WSUD assets are being recorded in the Confirm system, with updates to older records for comprehensive data. Urban Growth and Reviews: Funding has been secured for stormwater reviews in Paynesville and Lucknow/East Bairnsdale, with the Lakes Entrance review pending. Ongoing requirements for stormwater management plans are being implemented in development approvals. Overall, we are on track to enhance stormwater management and protect local ecosystems.	20%	
3.2.2	Support community education programs and funding incentives to promote the natural environment and its preservation.	A variety of projects were supported through the environment stream of Council's community grants program during the quarter. Ongoing efforts continue to assist community groups and individuals with upskilling and grant application support.	25%	
3.2.3	Deliver the Pest, Weed and Vegetation Management Program.	Assessments of weed-affected roadsides are ongoing, with work on high-priority species occurring during the quarter. The typical treatment season begins in November, considering the biology and flowering periods of the species. Officers are also engaging in compliance programs for areas highlighted by Department of Energy, Environment and Climate Action (DEECA).	25%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
3.2.4	Develop and implement environmental management plans for areas of important biodiversity and develop recommendations for programs on Council and private land.	The Management Plan for Lighthouse Reserve Marlo has been completed, and the final draft for the Raymond Island foreshore management plan is prepared for community engagement following the caretaker period.	25%	
3.2.5	Facilitate the provision of environmental planning assessments and commence the review of key environmental planning scheme tools.	Environmental advice is currently being obtained from referral agencies such as DEECA, EPA, and East Gippsland Catchment Management Authority (EGCMA). The scoping of the review of planning tools has yet to commence.	25%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Community satisfaction with slashing and weed control	Data for this indicator is calculated annually, and an update will be provided at the end of the financial year.	-	≥ Large Rural Council average
Kilometres of regionally controlled and prohibited weeds treated on roadsides.	Data for this indicator is calculated annually, and an update will be provided at the end of the financial year.	-	≥ 200

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

Action Code	Action Name	Comments	Progress	Traffic Lights
3.3.1	Establish partnerships with key organisations and stakeholders as a mechanism for managing natural values on Council land.	Ongoing partnerships and projects continue with organisations such as the EGCMA and Landcare. Recently, Council collaborated on a grant program focused on environmental works along the Mitchell River, involving stakeholders like EGMCA, Bairnsdale Urban Landcare, Eastwood Landcare, GLaWAC, and Gippsland Grammar. This project supported weed control, revegetation, infrastructure management, and community events	25%	
3.3.2	Incorporate Environmentally Sustainable Design principles in all council project planning and design.	Environmentally Sustainable Design (ESD) principles are integrated into all design processes for future capital works projects. Key examples currently underway include the Gippsland Lakes Yacht Club, WORLD Soccer Pavilion, and AJ Freeman Netball/Tennis amenity building.	25%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Total investment in Council managed land to support natural areas	Data for this indicator is calculated annually, and an update will be provided at the end of the financial year.	-	≥ \$1,710,000.00

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

Action Code	Action Name	Comments	Progress	Traffic Lights
3.4.1 - Major Initiative Five	Progress development of an organic waste processing facility at Bairnsdale Landfill.	SMEC, the design consultants, have completed the IFT documentation. Specialist assessments for odour, noise, fire, and technology are 99% complete and are being incorporated into the design reports. The Water Management Plan for the site has been issued, along with a revised Environmental Management Plan. Variations to the contract to include combined access for public and waste contractors are included in the IFC documentation, which is under review. These drawings will be packaged and submitted to the Waste Team to prepare the EPA submission for approval and the DL submission for approval.	90%	
3.4.2	Reduce waste going to landfill through the implementation of the Waste Minimisation Action Plan.	A variety of initiatives to reduce waste to landfill progressed in Quarter One, including: - The introduction of new battery recycling bins and procedures for the safe storage and transport of lithium batteries. - The purchase and commissioning of a copper wire granulator to recover copper from e-waste. - The introduction of a forklift to the logistics team to enhance opportunities for new recycling streams and transport from remote transfer stations. Council successfully secured grant funding to support a compost batch trial using green waste mulch and biosolids in partnership with East Gippsland Water.	20%	
3.4.3	Review waste and recycling services to respond to changing regulations and needs of our community.	The review of waste and recycling services is advancing, with a draft Background Report nearing completion and community consultation expected to finish by the end of September. Over 670 community members participated in the online survey, while 324 conversations were held at pop-up stalls across six locations, along with five focus group workshops.	50%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Kerbside collection waste diverted from landfill	The results remain consistent with previous reporting periods; however,	45.99%	≥ 55%

Progress Indicator Legend

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

Name	Comments	YTD Actual	Target
	targets are no longer being met since the introduction of the container deposit scheme. Ongoing waste education will be provided to minimise waste going to landfill.		
Number of community waste education programs delivered	Programs delivered during the quarter include: - Community Centre, Cann River: 10 residents - Paynesville Ritchies IGA: 60 residents - Lakes Entrance Woolworths: 50 residents Additionally, a waste and recycling education incursion was delivered at Gippsland Grammar Early Learning Centre, and a waste and recycling audit was conducted at Snowy River Leadership School, with a report provided to the school.	5	> 5
Number of new waste streams collected through waste facilities	Two new waste streams have been introduced: solar panels and the separation of copper wire using a granulator machine.	2.00	≥ 2.00
Proportion of recycled content in construction projects on Council assets	By the end of the quarter, 57 projects within the capital works program were either complete or in the delivery stage. Of these, 15 reported using recycled materials. A notable example is the construction of Giles Street and Bosworth Road in Bairnsdale, where silage wrap was incorporated into the asphalt road pavement.	26.00%	> 10.00%
Community satisfaction with waste management	Data for this indicator is collected annually, and an update will be provided at the end of the financial year.	-	≥ Large Rural Council average

Progress Indicator Legend

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



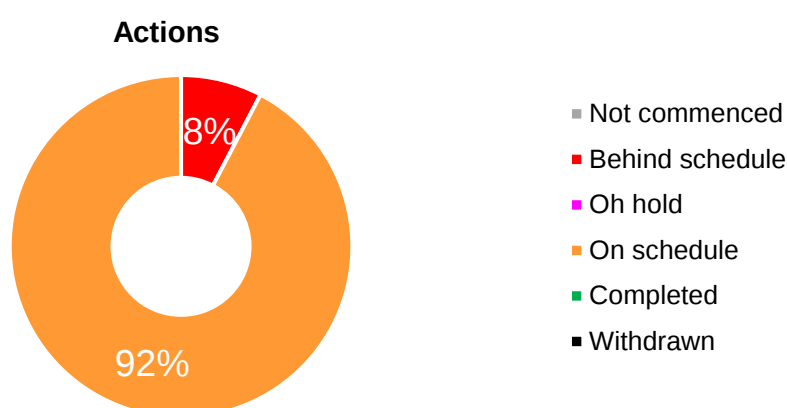
Council supported and participated at the Bairnsdale Jobs Expo, where job seekers could connect with local employers, explore apprenticeships, and discover career opportunities.

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

Events
Tourism and Visitor Information

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.1.1	Support businesses to transition toward greater resilience in a changing economic landscape.	A range of programs and projects have been planned and delivered to bolster business resilience, including: - Digital confidence training to enhance online capabilities - Disaster preparedness and risk mitigation programs - Agribusiness financial capability and strengthening initiatives - Agribusiness decision-making support on property matters - Small Business Voucher Program - Business Health Check	20%	
4.1.2	Support business to create a collective voice for regional representation.	Progress has been made in the agriculture sector through the Ag Sector Advisory Committee. Initial steps have also begun for engaging businesses in other industry sectors to foster a collective voice.	10%	
4.1.3	Work with partners to establish the Gippsland Circular Economy Hub, to advance new investment and job creation opportunities.	The East Gippsland Circular Hub unites Councils across Gippsland to promote a circular economy, bringing together businesses, industry, community groups, government, and educational institutions. Currently, the group is focused on mapping materials flowing into the region to identify opportunities for value addition. An online platform for utilizing recovered products is being explored. Council Officers are leading the Silage Wrap Circularity Pilot, with the first batch of baled silage wrap expected next quarter for recycling. Circular Economy forums for local businesses are scheduled for October 2024. The Hub's website is now live at: Gippsland Circular Economy Hub .	20%	
4.1.4	Advocate for and support projects aimed at increasing the availability of reasonable priced housing to attract critical workers (including support services, businesses, and industry) to our region.	Officers are preparing position papers for Council consideration on social and affordable housing, along with a report outlining opportunities and constraints related to Tiny Homes. Council will continue to engage with relevant departments and stakeholders to navigate planning requirements and improve worker accommodation. Planning Scheme Amendments have been approved for exhibition in Paynesville and Eagle Point, enhancing development and housing opportunities	30%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	YTD Actual	Target
Percentage of actions implemented from the Economic Development Strategy Action Plan 2022-26	The Economic Development team has created an annual Implementation Plan that segments the four-year action plan into manageable yearly tasks. These tasks are scheduled throughout the financial year to effectively manage workload and enhance engagement. Currently, several tasks are in the delivery stage, while others are in the planning phase.	20%	≥ 80%

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.2.1	Engage young people, youth organisations, training organisations and industries to understand and address the barriers to training and employment.	This financial year, several initiatives have been launched, including the Bairnsdale Jobs Expo and a networking evening featuring a panel discussing apprenticeships and traineeships. Participation in the Gippsland East Local Learning and Employment Network, Jobs of the Future Industry Dinner and the rollout of Study Hubs in Omeo, Orbost, and Mallacoota has also taken place. Ongoing engagement with TAFE Gippsland, Jobs and Skills Centre, and various government and industry stakeholders continues through Education and Skills Innovation Working Groups.	40%	
4.2.2	Support networks and programs that will retain young professionals in the region.	Collaboration with East Gippsland Marketing Inc has led to the launch of a Young Professionals Network aimed at connecting and retaining professionals in the region. Engagement with the Monash Rural School of Health focuses on attracting and retaining student doctors and interns. Additionally, discussions with industry and sector leaders are underway to explore further strategies for retention and support.	10%	

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.3.1	Support the development and implementation of Local Development Strategies for communities impacted by changes to the native timber industry with a focus on Orbost, Swifts Creek and Nowa Nowa.	Council is actively involved in the Local Development Strategy initiatives for Nowa Nowa, Orbost, and Swifts Creek, participating in governance arrangements and Innovation Work Groups. Funding has been successfully secured through the Community Development Fund Stream 1, extending project implementation in Swifts Creek until December 2026.	20%	
4.3.2	Advocate for a new approach to agri-forestry to improve forest health, reduced bushfire risk and provide benefits for a range of forest users.	Council continues to advocate for sustainable forest and park management practices to enhance the safety and wellbeing of our region. A paper is being prepared to outline opportunities and challenges related to public land management, in collaboration with the Great Outdoors Taskforce. Meetings with ministerial and senior departmental representatives are scheduled to further these discussions.	25%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Number of businesses that participate in Council run programs delivered to support business growth.	Programs are designed based on evidence of actual business needs, resulting in higher participation rates. Improved structured communications and promotions have contributed to this success.	182	≥ 300
Number of new businesses registered	Data for this indicator is collected annually, and an update will be provided at the end of the financial year.	-	

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.4.1	Streamline the business approval process and strengthen customer information and services for investors.	A suite of activities is being planned to support the relaunch of the Invest East Gippsland website next financial year. Key initiatives include: • Developing an East Gippsland Investment Prospectus. • Finalizing the New Energy Opportunities Study. • Collaborating with East Gippsland Marketing Inc to create a New Business Kit. • Proposing updates to Councils website to enhance access to business support. • Developing case studies and profiles showcasing local business success stories. • Initiating the development of a Priority Planning pathway with the Planning team for high-value and regionally significant investments. • Establishing a Stakeholder Engagement Framework.	20%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Council processing time for events and business permits and registrations - Domestic Animal Business Registration	No new Domestic Animal Businesses were issued permits during the quarter.	0	< 6
Council processing time for events and business permits and registrations - Trading Permits	There were 2 new Trading permits issued during the quarter.	2	< 6
Council processing time for events and business permits and registrations. - Goods on Footpath	A total number of 11 new Goods on Footpath permits were issued during the quarter.	11	< 8

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.5.1 - Major Initiative Six	Support the delivery of the Pathways to Growth program from the Tourism Events Action Plan 2022-26.	Four events are currently participating in the second year of the Pathways to Growth program. We are providing event support and facilitation to mentor participants, ensuring that key objectives are achieved.	40%	
4.5.2	Plan, deliver and support major project developments that enhance the amenity of our towns, improve the visitor experience and facilitate new business investment.	The Buchan Streetscape project has completed all civil works, with only soft landscaping remaining, including planting and shelter installation, expected to finish by the end of November. In Mallacoota, streetscape work began in July, with the eastern side's pathway demolition and drainage installation now complete, and kerb installation ongoing. Marine Parade Stage One is progressing well, with completion anticipated by December. Tenders for design works for the Lakes Entrance Indoor Sports Stadium and West Bairnsdale Recreation Reserve have been conducted, with decisions expected in quarter two.	25%	
4.5.3	Implement priority recommendations from the Visitor Information Services review.	Council is actively working on several priority recommendations from the Visitor Information Services Review, including: - Developing an Official Visitors Guide to be launched in November. - Delivering visitor signage at key destinations, with design completion expected by the end of the calendar year. - Enhancing the website, with project design and stakeholder engagement currently underway and market approach due by year-end. - Scoping the delivery of an Ambassador Program. - Reviewing the membership model to introduce a free base level membership. Other priorities for this financial year include analysing options for the Bairnsdale Visitor Information Centre, collaborating with the Orbost community on transitioning the Slab Hut service into the Exhibition Space, and delivering industry programs and networking opportunities.	30%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	YTD Actual	Target
Number of tourism events held during the low and shoulder season periods	Data for this indicator is calculated half-yearly and annually; therefore, an update will be available at the end of Quarter Two.	-	> 30
Total visitation to East Gippsland (international, domestic and daytrip combined)	Data for this indicator is calculated annually; an update will be provided at the end of the financial year.	-	> 1,300,000
Tourism expenditure in East Gippsland	Data for this indicator is calculated annually; an update will be provided at the end of the financial year.	-	> \$360,000,000.00

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.6.1	Support the enhancement of agribusiness productivity and resilience.	Ongoing engagement, partnership, and advocacy efforts are focused on enhancing productivity and resilience within the agricultural sector. Key achievements to date include: • Advocacy regarding wild dog predation. • Collaboration with Ag Vic and service providers to deliver farmer wellbeing programs in Buchan and Bruthen. • Implementation of financial capability and strengthening programs, including succession planning workshops and one-on-one engagements (funded by bushfire recovery). • Currently seeking a consultancy to deliver an Agribusiness decision-making program, which will include workshops and one-on-one mentoring (also funded by bushfire recovery).	30%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Number of jobs in the agriculture sector in East Gippsland	Data for this indicator is calculated annually; an update will be provided at the end of the financial year.	-	
Value added by the agriculture sector in East Gippsland	Data for this indicator is calculated annually; an update will be provided at the end of the financial year.	-	

Progress Indicator Legend

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



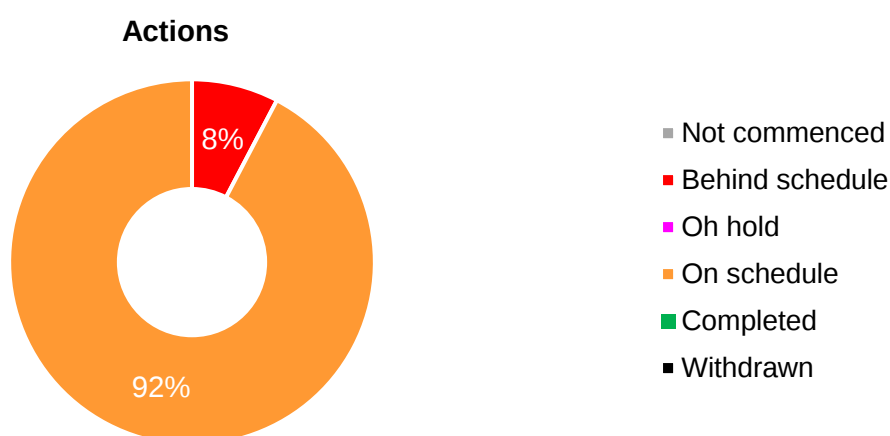
Community engagement for the Community Vision rolled into Mallacoota, where locals joined us for a coffee and shared their thoughts on the future of East Gippsland.

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	Information Services
Communications, Media and Civic Events	Occupational Health and Safety
Corporate Planning	Organisation Development
Council Enterprises	Procurement
Customer Experience	Property Administration
Finance	Rates and Valuations
Governance	Risk Management
Human Resources	

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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.1.1	Undertake customer interaction surveys to inform the development of service improvement plans.	Customer Service Local Government Benchmarking is set to begin on 28 October 2024, targeting customers who have interacted with Council in the past three months. The results will highlight areas for improvement in the quality of information provided to the community (e.g., website and correspondence). Plans for customer call-backs and correspondence surveys are being proposed as part of a new reporting framework starting in quarter three. Communications to support the "Happy or Not" customer interaction surveys have included the development of questions, and promotional efforts to boost participation will increase.	15%	
5.1.2	Refine our customer service and response times to improve customers over all experience when doing business with Council.	The Customer First Point of Resolution program is successfully achieving a high first point resolution rate for all correspondence, received including reports submitted through Snap, Send, Solve. We are currently conducting a review of response timeframes across the entire organization to ensure they align with customer needs. This review will encompass all contact channels, including phone calls, in-person visits, and correspondence.	25%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Community Satisfaction with Customer Service	Data for this indicator is calculated annually; an update will be provided at the end of the financial year.	-	≥ Large Rural Council average

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.2.1	Actively participate in networks, forums and alliances to advocate for shire wide community issues and priorities.	All Council motions were accepted by the Australian Local Government Association at the conference held from 1-5 July 2024. We conducted follow-up interviews with WIN News regarding key advocacy priorities, including the need for increased federal funding, improved digital connectivity, housing shortages for workers, and reforms to National Disaster Recovery Funding. Additionally, we presented at both State and Federal inquiries focused on the financial sustainability of local government, as well as at the Climate Change Inquiry.	25%	
5.2.2	Actively undertake and promote the advocacy work of Council.	Advocacy efforts have continued robustly this quarter, with all Council motions accepted at the Australian Local Government Association conference from 1-5 July 2024. Follow-up interviews with WIN News addressed critical advocacy priorities such as the need for more federal grant funding, enhancements in digital connectivity, addressing housing shortages for workers, and reforming National Disaster Recovery Funding. We also participated in presentations at State and Federal inquiries concerning the financial sustainability of local government and the State Government Climate Change Inquiry. Furthermore, we submitted feedback on the Plan for Victoria.	25%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Community satisfaction with advocacy (lobbying on behalf of the community)	Data for this indicator is calculated annually; an update will be provided at the end of the financial year.	-	≥ 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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.3.1 - Major Initiative Seven	Place Plans are developed for key areas to capture the needs and priorities of communities at a local level.	This action has not yet commenced due to the recruitment of necessary resources to initiate the Place Plans for nine districts and review three plans completed prior to the Black Summer Bushfires.	0%	
5.3.2	Incorporate effective community engagement into the development and delivery of all major strategies and projects.	This quarter saw extensive community engagement to review the Community Vision, including an online survey, a photo competition, and significant in-person interactions. We reached out to the community through four local markets, five sporting events, six community visits, and seven network group and committee meetings, covering areas from Lindenow to Omeo and Mallacoota. Additionally, we communicated the fire slashing program by releasing a maintenance schedule, updated bi-weekly.	25%	
5.3.3	Implement and enhance community engagement practices across the organization, utilising appropriate engagement tools.	A drop-in session is being organised for the Planning Scheme Amendments to encourage direct community interaction and feedback. The Recreation Centre Services team is drafting communications and exploring new software solutions to enhance digital engagement. A consultant is developing a comprehensive community engagement plan, focusing on key documents such as the Community Vision, Long-Term Financial Plan, Asset Plan, and Health and Wellbeing Plan, which includes broad community engagement and data consolidation leading to deliberative engagement. The YourSay platform effectively engaged over 955 participants through the Community Vision Review Survey, receiving 155 completed surveys. A Photo Competition garnered 68 entries, and we solicited Expressions of Interest for a community panel in the deliberative engagement phase.	25%	
5.3.4	Complete the review of General Local Law.	Principles for the review have been established, with a plan to present to the executive team in Quarter Two.	20%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	YTD Actual	Target
Community satisfaction with community consultation and engagement	Data for this indicator is calculated annually; an update will be provided at the end of the financial year.	-	≥ Large Rural Council average
Community satisfaction with informing the community	Data for this indicator is calculated annually; an update will be provided at the end of the financial year.	-	≥ Large Rural Council average
Community satisfaction with making community decisions	Data for this indicator is calculated annually; an update will be provided at the end of the financial year.	-	≥ Large Rural Council average

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.4.1	Implement service reviews and system refinement across a range of services to improve our effectiveness and efficiency.	Service reviews currently in progress this quarter include a commercial review of the Livestock Exchange and the evaluation of Waste Services.	25%	
5.4.2	Delivery of the ICT Strategy 2024-2027, year one action plan including the introduction a new enhanced electronic records management system.	In the first year of the ICT Strategy, Council has made strong progress towards implementing the new Electronic Document and Records Management System , a critical initiative in modernising Council's digital infrastructure. Key highlights include: • Completion of the review and re-alignment of Council's records management processes to ensure improved business practices. • Completion of the configuration and setup of the new records management system to enhance records compliance, operational efficiencies, and user experience. • Completion of staff training and awareness in preparation for the scheduled go-live in November 2024. Council is on track to complete the implementation of the new Electronic Document and Records Management System by November 2024.	10%	
5.4.3	Implement improvement process to reduce statutory planning approval timeframes.	A Business Improvement role has been established, and scoping and project planning are currently underway.	25%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Permanent workforce has access to mobile technology	Data for this indicator is calculated annually; an update will be provided at the end of the financial year	-	≥ 70.00%
Number of service reviews undertaken	Data for this indicator is calculated annually; an update will be provided at the end of the financial year	-	2 reviews per annum

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.5.1 - Major Initiative Eight	Review the Community Vision 2040 and support Council in the development of the Council Plan 2025-29.	Throughout July and August, Council commenced the first phase of the Community Vision 2040, engaging with residents through various face-to-face interactions, conversations, and a community survey. Over 2,500 people participated in the review, including 1,400 in a dotmocracy exercise, 955 through our YourSay platform, 155 completed surveys, and 68 entries in our photo competition.	25%	
5.5.2	Review the 10 Year Financial Plan and develop the 2025/26 Annual Budget.	The 10-Year Financial Plan will be part of the deliberative engagement process for the Council Plan, with the Community Panel starting discussions in December. A refreshed annual budget process is currently under consideration by the Executive Team.	25%	
5.5.3	Implement actions from the Workforce Plan 2021-25 to retain and support the council workforce to deliver services for the community.	Progress continues on the Workforce Plan 2021-25, including the development of an Ageing Workforce Strategy, Capability Framework, and Succession Planning Strategy. These documents aim to enhance workforce preparedness and skill alignment, ensuring a smooth transition as experienced employees retire, ultimately improving organisational resilience and performance outcomes.	25%	
5.5.4	Implement the on-boarding program for the newly elected Council, following the October 2024 Council Elections.	A detailed Councillor Induction Program has been developed, informed by insights from current Councillors and a quality assurance exercise by external experts. The program incorporates requirements from the <i>Local Government Act 2020</i> and the Executive Team, set to commence in quarter two.	40%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Victorian Auditor-General's Office assessment of Council's overall Financial Sustainability is low risk	Data for this indicator is calculated annually; an update will be provided at the end of the financial year.	-	Obtain 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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.6.1	Deliver actions from the Gender Equality Action Plan 2021-25 to continue progress towards achieving workplace gender equality	Progress has been made in implementing the Gender Equality Action Plan 2021-2025, including collaboration with Gippsland's six Local Government Councils to explore a shared anonymous reporting platform. This platform will provide a secure, user-friendly, and confidential channel for employees to report instances of gendered violence, including sexual harassment, and other related concerns.	25%	
5.6.2	Implement recruitment practices to attract and support a diverse workforce.	During the quarter, we updated Council's website content for recruitment by adding video testimonials to promote careers at Council. Engagement with stakeholders occurred at the Bairnsdale Job Expo, and we invited students from Bairnsdale Secondary College and Swifts Creek to visit Council, the BARC, and Forge Theatre to discuss career opportunities. We are also collaborating with agency partners to ensure they understand our workforce culture and practices to effectively promote potential roles to candidates	35%	
5.6.3	Programs and practices are introduced to support a strong positive culture connecting Council to its community.	A new strategic communications tool has been implemented to ensure a consistent voice and tone when communicating with the community across the shire.	25%	

Strategic Indicators

Name	Comments	YTD Actual	Target
The percentage of actions implemented from the Workforce Plan 2021-25	Data for this indicator is calculated annually; an update will be provided at the end of the financial year.	-	≥ 80.00%
Unplanned annual staff turnover rate	Data for this indicator is calculated annually; an update will be provided at the end of the financial year.	-	≤ 12.00%

Progress Indicator Legend

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