



Council Plan Progress Report – Quarter Two 2021-22

Period ending 31 December 2021

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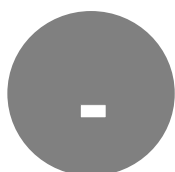


Major Initiatives

Status of major initiatives

Council identified 10 major initiatives for 2021-22. 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.



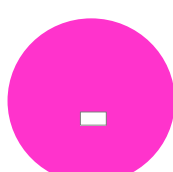
Not commenced

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.



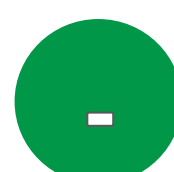
On hold

Progress has been placed on hold.



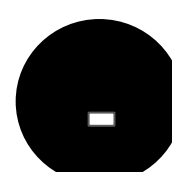
On schedule

Progress is on schedule



Completed

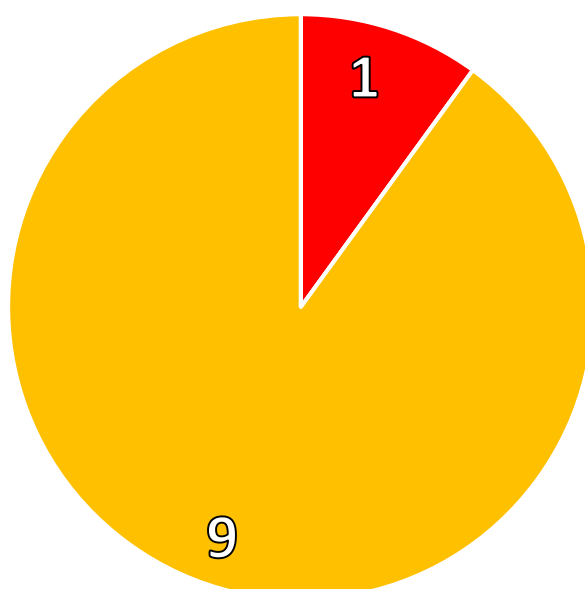
Activity or project is fully completed



Withdrawn

Activity is no longer a focus and has been withdrawn.

Major initiatives



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- Withdrawn



The Corporate Centre in Bairnsdale was lit up orange in support of the 16 Days of Activism.

1 An inclusive and caring community that respects and celebrates diversity

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 all infrastructure construction and upgrades	Project management software and project design includes hold points for assessing universal access. These hold points and investigations were applied to multiple projects during the quarter.	25%	
1.1.2	More deliberate use of an evidence-informed approach and identifying community need prior to development of any service or infrastructure in place including Place Plans	Community engagement was undertaken for the Municipal Public Health and Wellbeing Plan. There is increased use of Informed Decisions website to gather a demographic analysis of place based on results from the Census. Results include population, age structure, ethnicity, ancestry, religion, income, qualifications, occupations, employment, unemployment, disability, disadvantage, volunteering, childcare, family structure, household structure, housing tenure, mortgage and rental payments, and the size and type of the dwellings people live in. This has informed the Municipal Public Health and Wellbeing Plan.	50%	

Strategic Indicators

Name	Comments	Year to date result	Target
Develop a way to capture data that can be used to report on this strategy	A collective reporting platform is being reviewed for initiatives presented to advisory committees for review and accessibility feedback initiative through Council Website. Council staff have been engaged in development of a gender equity service and program audit template and policy that will be used to reduce identified impacts and increase accessibility. AAA Accessibility training and accreditation has been recommended for identified staff and critical partners to build capacity to be able to undertake facilities audits and program recommendations. Accessibility training has been made available to all staff through Council's online learning system. There are specific modules for recreation centre staff to meet their unique service needs. The Disability Advisory Committee has been involved in the development and implementation of an Events Accessibility	-	Achieved year 1

Progress Indicator Legend

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

Name	Comments	Year to date result	Target
	Checklist to review and recommend inclusions into Council's inclusive events guidance materials.		
Community satisfaction with recreational facilities	Survey results will be made available later in 2022	-	≥ Large Rural Council average

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
1.2.1	Provide arts and cultural services and experiences that encourages connection and creativity, while supporting businesses, community groups and individuals to foster the creative, cultural and artistic life of the region regardless of age or ability	The development of the Arts and Culture Strategy is yet to commence, however officers continue to support cultural services and experiences through funding and grant opportunities, installation of public art and operation of the Forge Theatre. After a prolonged closure due to COVID-19 restrictions the Forge Theatre reopened late November with 999 attendees to seven performances. New public art was also installed in the Nicholson Street Mall and Bailey Street during the quarter.	10%	
Major initiative 1	Develop an arts and culture strategy	Development of the strategy is yet to commence due to resourcing and changes to the internal structure. However, officers continue to support cultural services and experiences through funding and grant opportunities, installation of public art and operation of the Forge Theatre.	0%	

Strategic Indicators

Name	Comments	Year to date result	Target
Number of community organisations / individuals funded through Council's arts and heritage grants program	Eight projects funded in round one.	8	≥ Nine annually
Number of community organisations / individuals funded through Council's community grants program	11 projects were funded in round one.	11	≥ 25 annually
Total value of arts and heritage grants projects funded by Council	Council funded \$26,000 and the total value of the projects investment was \$193,099.	\$26,000	> \$45,000 annually

Progress Indicator Legend

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

Name	Comments	Year to date result	Target
Total value of community grants projects funded by Council	Council approved \$45,696 in funding to community projects.	\$45,696	> \$100,000 annually

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

Code	Action Name	Comments	Progress	Status
1.3.1	Plan and deliver an annual celebration to recognise the contribution of volunteers across the Shire	Preparation for this event will commence in Quarter 3 for it to be delivered later in 2022.	0%	
1.3.2	Develop an appropriate recruitment, training and management system for internal volunteers	Not commenced.	0%	
1.3.3	Improve the online customer experience to enable access to current information about the wide range of community groups and activities, services that is accessible to the public	Council is reviewing an online 'My Community' platform that will enable health, community and not for profit organisations to utilise, advertise and promote opportunities for community groups, events, volunteering and community participation activities across the shire. Positive features of the three-suite program is that individuals, groups and organisations upload and maintain their own contact details and content, have the ability to filter weekly update summaries to only include areas of interest and can join or create networks with other users which eliminates the complexities of sharing direct contact details and reduces email traffic.	50%	
1.3.4	Implementation of an online platform that supports the promotion of volunteer opportunities and events across the shire	An online 'My Community' platform will support the promotion of volunteer opportunities and events. Until this platform is implemented, work has commenced on setting up a volunteer page on Council's website. It is intended that this page will promote Council volunteer opportunities in areas such as Visitor Information Centres, Friends of the Library, Disability Advisory Committee, Youth and Aged Ambassador, FReeZA and have links to external search platforms. Capacity building opportunities such as training and accreditation events and dates will also be advertised here.	40%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	Year to date result	Target
Develop a survey to capture community group satisfaction with Council support	Not commenced due to limited capacity of both officers and community groups.	-	Achieved year 1
Number of events held that recognise and support volunteers	An online thank you event was held in recognition of Council advisory committees - Disability Advisory Committee, Youth Ambassadors and Aged Ambassadors. There was also end of year celebration included for external FReeZA partners in a karaoke event in Swifts Creek Hang Out in collaboration with Omeo and District Regional Health.	Three	≥ Five events annually

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	Develop the Municipal Public Health and Wellbeing Plan 2021-25 and associated action plan	The feedback received through community engagement has been collated and will be used to inform the future development of the Municipal Public Health and Wellbeing Plan. Council endorsed the Municipal Public Health and Wellbeing Plan framework and municipal scan in December 2021.	50%	
1.4.2	Work with communities and partners to support development of local bushfire recovery plans	The second half of 2021 has seen progress in the development of recovery planning or priority actions. Different communities are at different stages of their planning, but there is a commitment to identify actions for community recovery.	50%	
1.4.3	Coordinate bushfire recovery planning at a municipal level	Following the end of ongoing Recovery Committee meetings in September, Council and Bushfire Recovery Victoria continue to meet and monitor progress of recovery actions to identify needs, issues and risks. A working group has been established to commence a formal recovery needs assessment for social and wellbeing to inform future planning into 2022.	50%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	Year to date result	Target
Develop health and wellbeing indicators through the development of the Municipal Public Health and Wellbeing Plan that integrate with the Council Plan	Health and wellbeing indicators will be developed through later stages of the plan's development.	-	Achieved year 1

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

Code	Action Name	Comments	Progress	Status
1.5.1	Work with our partners to develop appropriate agreements and actions to strengthen working relations with traditional owners and the broader aboriginal community	Council has engaged with community leaders and organisations to promote increased cultural awareness and engagement in Council's work. Officers have informed and provided documented support for recent funding applications by Aboriginal healing service for their healing hearts project. Work has commenced with GLaWAC to develop youth specific cultural awareness training for delivery in 2022.	50%	
1.5.2	Identify appropriate and effective collaboration opportunities to strengthen working relationships with Aboriginal communities and organisations	Relationships and ongoing conversations were held to build elements into Council's Australia Day Awards event. The event site at Nowa Nowa was chosen as it is recognised as community gathering place with significant connection for First Nations community. The Aboriginal flag will be presented with the Australian Flag on the ceremonial flagpole and event bunting will include Aboriginal, Torres Strait Island and Australian flags. Aunty Sandra Patten will deliver a Welcome to Country with Uncle Lennie Hayes. Aunty Sandra and her daughter Alice have also been invited to attend the citizenship ceremony on 26 January to deliver the Welcome to Country, which will be a significant milestone.	50%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	Year to date result	Target
Develop an action plan that promotes and facilitates positive relationships between Council, the East Gippsland community and Aboriginal and Torres Strait Islander peoples.	A collective social plan for reconciliation, youth, disability and social inclusion is being considered. This plan will have shared values, actions and identified individual measures. Research into an appropriate local consultant/s to undertake consultation and development components has been undertaken.	-	Achieved year 1
Percentage of new employees who participate in Culture Awareness training	All new staff had access to this training through a dedicated Cultural Awareness and Safety Training session in July, or Corporate Induction through the presentation of the Cultural Awareness video.	63.33%	100%

1.6: Council is culturally and linguistically inclusive and celebrates diversity

Code	Action Name	Comments	Progress	Status
1.6.1	Develop an evaluation process to verify inclusive and accessible features of Council programs	Disability Advisory Committee, Youth Ambassadors and Aged Ambassadors have been presented with existing and new Council initiatives and projects to review accessibility and inclusion features. The committees provide recommendations and consult on improvements or viability in a safe and confidential environment. Recommendations were made to establish a process for presentation and identification of Council's key capital projects for Disability Advisory Committee to review has been trialed. High level accredited accessible audit training has been investigated and is proposed to include Council staff, partners and recommended community members, such as representatives from Disability Advisory Committee and youth and aged committees.	30%	

Progress Indicator Legend

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

Code	Action Name	Comments	Progress	Status
1.6.2	Undertake research to better understand the needs of different groups, and plan to incorporate these into Council's activities and services	As part of the VicHealth Local Government Project, consultation has occurred with a group of young people to develop a systems mapping, focusing on health and wellbeing issues of children and young people. This includes a review and developing recommendations of actions as part of the Municipal Public Health and Wellbeing Plan action plan objectives. Planning has commenced for a series of workshops to be delivered to the wider youth community in 2022, which will be led by youth peers and will influence place-based approach and solutions. Council's gender equity initiatives' and working group are assisting with the development of Council's Gender Equity action plan, facilitating relationship and guidance through prevention of violence networks and lead organisations such as Gippsland Woman's Health.	40%	

Strategic Indicators

Name	Comments	Year to date result	Target
The number of multicultural events supported by Council	Due to COVID-19 restrictions many established groups are not delivering events and activities in the traditional way, so creating a baseline at this stage is not viable. It is hoped in 2022 that scheduling of events can increase in a COVID safe way and Council and our multicultural community can come together to deliver activities and events.	-	Baseline to be developed Year 1
The number of multicultural people / groups engaging with Council	Council has supported Together Gippsland group and established working relationship with the East Gippsland Asylum Seekers group.	-	Baseline to be developed Year 1

Progress Indicator Legend

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



Council was involved in the Cann Be Ready Day, an all-services expo with a focus on emergency preparedness in Cann River. Pictured: Tim Davidson (Emergency Management Officer), Shane Turner (Emergency Management Coordinator) and Mayor Cr Mark Reeves.

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

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
2.1.1	Deliver rebuilding support for landholders that lost a house and/or sheds in the 2019-20 Black Summer Bushfire	Significant work continues in support of landowners rebuilding dwellings and other buildings lost in the fires. An analysis has been undertaken to understand where each rebuild is up to, enabling targeted communication and support. Rebuilding continues, albeit slowly and impacted by COVID-19. Barriers in the capacity of the building sector are being investigated, with a view to determining whether there are options to specifically support bushfire recovery in the context of the broader sector challenges. Officers supported the Rebuilding Expo held in December 2021 in Sarsfield.	60%	
2.1.2	Deliver Statutory Planning services that meet the Victorian target guidelines	Applications outstanding more than 60 days have been reduced. The applications submitted in the reporting period continue to exceed historic levels. Service targets are unlikely to be met until June 2022.	25%	
2.1.3	Develop and commence implementation of the Rural Land Use Strategy and associated action plan	The Rural Land Use Strategy was prepared and released for community consultation. The community feedback received is being collated and leading to additional updating of data. The Councillors were presented with the outcomes of public consultation process. A brief has been prepared for rural living land supply/demand assessment.	50%	

Strategic Indicators

Name	Comments	Year to date result	Target
Community satisfaction with building and planning	Survey results will be made available later in 2022	-	≥ Large Rural Council average
Council planning decisions upheld at VCAT	Council had two decisions reviewed at VCAT for the period, with one being upheld and the other was overturned.	50%	≥ 60%
Planning applications decided within required time frames	Council continues to work through a backlog of applications, with priority placed on older applications to get them out of the system. Until the backlog is gone, performance in this area will continue to be below expectation.	39%	≥ 77.5%

Progress Indicator Legend

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

Name	Comments	Year to date result	Target
Average time taken to decide planning applications	Council continues to work through a backlog of applications, with priority placed on older applications to get them out of the system. Until the backlog is gone, performance in this area will continue to be below expectation.	94 days	< 61 days

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	Work with community and stakeholders to plan, design, implement and maintain infrastructure to meet community needs in an affordable way	Three streetscape projects are currently in planning phase, which has seen significant community engagement on the design. The engagement activities include working with project reference groups and face-to-face engagement sessions with communities in Buchan and Mallacoota. Online engagement was also undertaken using Council's YourSay platform on a range of projects. These included: Bairnsdale City Oval (Peppercorn Park Oval and female friendly changeroom upgrade); Eastwood Playspace; and Paynesville Progress Jetty precinct. Council's website was also enhanced to provide better access to our project pages featured in YourSay.	50%	
2.2.2	Develop and implement a strategic approach to planning and prioritising capital infrastructure management and maintenance, with criteria for prioritisation, balancing communities needs with financial sustainability	There was significant focus on building the 2022-23 Capital Program. This program has been built (to first draft stage) using the information from the draft Asset Management Plans and guiding strategies. The structure of the program has also been reshaped to reflect the Asset Management Plan categories and sub-categories. The plan assists to drive capital delivery in a manner that supports both community need and financial stability and sustainability.	70%	
2.2.3	Build the capacity of volunteer groups and provide support for volunteer managed community facilities	Ongoing COVID-19 related restrictions have impacted on the ability of staff to work directly with volunteer committees in a meaningful way. However, staff were able to support committees and volunteers to develop a range of funding applications for community infrastructure.	10%	

Progress Indicator Legend

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

Code	Action Name	Comments	Progress	Status
Major initiative 2	Develop an asset management framework to drive Council's capital and maintenance infrastructure investment in a transparent and financially sustainable way	The main components of this framework are Asset Management Plans, which have commenced for all asset categories and are on schedule for completion by June 2022	50%	
Major initiative 3	Develop service standards for the maintenance of asset classes	Council continued the process of developing Asset Management Plans for seven of Council's main asset classes, this will identify at a strategic level the management and maintenance standards for each class. Assets are considered against four performance criteria of: condition, functionality, capacity and environment. Service standards are also being developed at a finer grain level of parks, gardens and reserves.	50%	

Strategic Indicators

Name	Comments	Year to date result	Target
Community satisfaction with appearance of public areas in East Gippsland	Survey results will be made available later in 2022	-	≥ Large Rural Council average
Capital Works projects on schedule or complete	Of the 186 projects, 160 are listed as complete or on schedule	86%	≥ 80%
Committees of Management and volunteer groups for Council managed land with a guiding plan	Work on this has not yet commenced. Council and the Committees of Management have had a strong focus on responding to Black Summer Bushfire funding opportunities during the period.	-	≥ 10
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%
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.	96.70%	> 97%
Collect baseline data on community recreation reserves and halls asset condition for future years asset condition ratings	Inspections of recreation reserve buildings and halls has been conducted. The development of the East Gippsland Sporting Infrastructure Plan has commenced.	-	Achieved year 1

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

Code	Action Name	Comments	Progress	Status
2.3.1	Support and strengthen new municipal emergency planning arrangements to meet community expectations for resilience and preparedness	The communities that have already identified community assembly areas within their Local Incident Management Plans (LIMP) have now had, or are having, the benefits recognised. The Community Development and Resilience Project is progressing works to improve the resilience of community facilities. Strengthening telecommunications against natural disaster satellite systems are being installed to provide wi-fi to many of these remote locations. Council is also working with communities which may be isolated, to give them the confidence and authority to run a community based relief support (similar to a relief centre) for the first 72 hours of an emergency. This will enable communities to look after themselves when they are isolated due to any major event and offer true community resilience back to their own community. This training has been piloted in Buchan.	50%	
2.3.2	Develop and update Local Incident Management Plans in collaboration with local communities and stakeholders	Council's deadline to review all existing LIMPs was met, with new LIMPs being considered. A streamlined process to reduce the four meetings to one has been introduced to simplify the development process. An updated format is currently being considered to freshen the look but still maintain the vital information these documents hold.	90%	

Progress Indicator Legend

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

Code	Action Name	Comments	Progress	Status
Major Initiative 4	Develop plans that enhance the organisations preparedness and ability to manage and mitigate the impact of natural disasters and streamline recovery	The State Emergency Management Plan (SEMP) and the Gippsland Regional Emergency Management Plan have been released. These plans have informed Council's new Municipal Emergency Management Plan (MEMP), which has been completed and is currently being audited by the Regional Emergency Management Planning Committee. It must be noted that the SEMP has included the new Community Emergency Management Plans, which are effectively what Council and East Gippsland communities have in place with Local Incident Management Plans. This is the first time community level plans have been recognised at a formal level. East Gippsland have been working with communities to develop these plans since 2009. All these plans have the potential to reduce the recovery timelines for communities.	95%	

Strategic Indicators

Name	Comments	Year to date result	Target
Community satisfaction with emergency and disaster management	Survey results will be made available later in 2022.	-	≥ Large Rural Council average
Percentage of communities that need a Local Incident Management Plan have one in place and reviewed annually	All communities that need a plan has a current one in place.	100%	100%

Progress Indicator Legend

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



Council staff worked with the volunteers from the Lucknow Recreation Reserve Committee of Management to plan the installation of three Tesla Powerwall energy-storage batteries. These batteries are connected to the solar power system on the newly redeveloped Lucknow Recreation Reserve clubrooms. Pictured: Cr Mendy Urie with the 14kW Tesla 2.0 Powerwall batteries.

3 A natural environment that is managed and enhanced

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	Adopt greenhouse gas emissions scenario for 2050 and identify actions and targets to reduce climate vulnerability	VECO energy agreement has been finalised, which will see Council participate in switching to 100% renewable energy early in 2022. This project has been delayed due to resourcing.	15%	
3.1.2	Implement infrastructure enhancement and improvements to respond and assist manage impacts of climate change	A \$150,000 funding application was successful to enable installation of 3 x 50kW destination charging fast chargers for electric vehicles at Mallacoota, Lakes Entrance and Buchan. The final consultant's report for the Bairnsdale Alternative Water Project has been received, with further discussions with stakeholders required to determine next steps required.	50%	
Major Initiative 5	Develop and commence implementation of Environmental Sustainability Strategy with a strong focus and framework for Council and community climate change mitigation measures	The draft Environmental Sustainability Strategy has been prepared and ready to be released for community consultation.	70%	

Strategic Indicators

Name	Comments	Year to date result	Target
Output from solar energy systems in East Gippsland	The increase in community small generation unit solar systems output in kW is 5.43% from 1 July to 30 November 2021	5.43%	> 10.00%
Emissions from Council's energy use	Emissions are reported annually.	-	< 5,535
Percentage of Council's electricity use from renewable sources	Electricity use is reported annually.	-	> 10.00%
Proportion of Council passenger vehicle fleet is electric, hybrid or uses alternate fuel sources	There are 10 vehicles in the passenger fleet of 110, which includes one full electric, seven hybrid and two alternative fuel sources.	9.09%	> 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

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	Community education programs were limited due to COVID-19 restrictions and the focus on developing the Environmental Sustainability Strategy. Council released the Spring edition of the e-newsletter, Environmental Connect.	40%	
3.2.2	Develop and commence implementation of Environmental Sustainability Strategy with strong focus on supporting sustainable land use and landscape capacity	The draft strategy has been finalised and released for community engagement and public comment. A range of works associated with the strategy have already commenced, including work on electronic vehicle charging stations and the changing of remaining public lighting and streetlights to LED lighting.	50%	
3.2.3	Planning tools and policies are reviewed and used to identify and protect key public and private land	The East Gippsland Planning Scheme and related policies provide the primary basis for Council's planning decisions. Policies due for review have been identified.	50%	
3.2.4	Practices are introduced to manage fire effected Council land to protect biodiversity and ensure public safety	There has been limited activity on two weed management projects, as the effect of COVID-19 on staffing levels has impacted these projects. These projects have been kept moving until appropriate resourcing can be re-established.	25%	

Strategic Indicators

Name	Comments	Year to date result	Target
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
Community satisfaction with slashing and weed control	Survey results will be made available later in 2022	-	≥ Large Rural Council average
A baseline for the quality and quantity of land being managed for 'at risk' habitat, biodiversity and community safety purposes on council and private land	Categorization of finance accounts to identify spending on environmental management has commenced and being monitored.	-	Achieved year 1

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	Consultants have been engaged to develop a management plan for Toonalook Waters Estate. Given the operational pressures of COVID-19 and ongoing weather events, there has not been the ability to focus on this project area more broadly during the quarter.	10%	
3.3.2	Implement a framework to support partners and volunteers to work on key priority projects for Council land	No action this quarter. This action requires the development and adoption of a Volunteer Management Policy and Procedure before this action can be progressed further.	5%	

Strategic Indicators

Name	Comments	Year to date result	Target
Total investment in Council managed land to support natural areas	In the second quarter Council spent \$335,952 on council managed land for environmental management purposes. This expenditure included staff resources and was spread across: environmental works; weed and pest management; erosion management (boat ramps); mosquito control; walking track maintenance; roadside weed control; and specific bushfire regeneration works. In Quarter Two council spend slightly less than the previous quarter, primarily due to less roadside fire slashing and weed control. This is directly attributed to the unusual growing season and the reduced fire risk that growth presented.	\$792,683	≥ 2020-21 baseline

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
3.4.1	Waste education program developed and implemented to focus on key areas of waste reduction	The Waste team worked to ensure all Council facilities have access to a standard set of bins for effective waste diversion. The compost bin subsidy program was also successfully rolled out, with 150 bins distributed over the first 10 days. A reduced subsidy program is planned to start early in 2022. The Get Grubby Program was also introduced to 20 schools, with a further 20 showing expressions of interest. Ongoing monthly waste information reminders have continued to be published in local newspapers, social media and newsletters.	50%	
Major Initiative 6	Develop Waste Minimisation Action Plan	A final draft of the action plan has been prepared and going through an internal review process.	85%	

Strategic Indicators

Name	Comments	Year to date result	Target
Number of community waste education programs delivered	<i>East Gippsland Better Business Program</i> – There are seven businesses signed up <i>Get Grubby Program</i> – now has 20 signed up <i>Compost rebate</i> – has just re-launched with another 150 rebates now available	Three	> Five programs annually
Use of recycled materials in construction projects on Council assets	The reporting for this indicator is still in development and will be calculated to be reported quarterly from the next report.	-	> 10.00% of projects
Community satisfaction with waste management	Survey results will be made available later in 2022	-	≥ Large Rural Council average
Kerbside collection waste diverted from landfill	Garbage and recycling collection has remaining relatively consistent over the past 18-months, while green organic collection was well above the historical average. The increase in green organic collection could be due to increased rainfall over late spring and early summer increased need for garden maintenance.	52.94%	> 52%

Progress Indicator Legend

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



As COVID-19 restrictions continued to impact the region Council supported business through a range of initiatives, such as the development of a pilot innovative business centred initiative to endeavour to retain support as future COVID-19 and bushfire recovery support for business scales down over time.

4

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

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

Code	Action Name	Comments	Progress	Status
Major Initiative 7	Develop the Economic Development Strategy	Development of the Economic Development Strategy is progressing well with broad focus group and internal stakeholder consultation complete. The first draft is due to be ready February 2022 and is anticipated to be put out for public review and further workshopped internally to refine Council actions.	60%	

Strategic Indicators

Name	Comments	Year to date result	Target
Develop indicators through the Economic Development Strategy that integrate with the Council Plan	Preparation of the 2021-25 Economic Development Strategy is currently underway and indicators will be finalised on completion.	-	Achieved year 1

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	Identify key actions through the development of the Economic Development Strategy	The Economic Development Strategy is progressing well, with a first draft of both the 10-year Directions Paper and 4-year Council Action Plan anticipated in January 2022. A long list of potential Council actions across eight key focus areas has been developed and will be further refined through internal stakeholder workshop.	40%	
4.2.2	Strengthen partnerships with higher education providers, industry and other providers to explore opportunities for new targeted programs	Council supported Federation University Graduate Scholarship Program to assist one East Gippsland based tertiary student for a 3-year period. Council has strengthened links with relevant partners to explore opportunities for improved digital connectivity across the region to enhance online learning capability. Facilitation of focus group discussions between key industry and education providers planned for 2022 to determine priority areas of future skills training.	25%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	Year to date result	Target
Exiting secondary school students undertaking an apprenticeship / traineeship or TAFE training	The most common fields of study that students are entering are Health, Education, and Natural and Physical Sciences.	27.1%	> 20%
Year 12 students continuing to university education	Data shows that 5.1 per cent of Year 12 leavers are undertaking a Certificate or Diploma level course, and 22.9 per cent have commenced a traineeship/apprenticeship.	28%	> 24%

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	Support entrepreneurship programs (such as Start Up Gippsland)	Start Up Gippsland program was reviewed by Gippsland Local Government Partnerships (six Councils) to ensure the program delivered via Gippstech continues to meet the needs of regional stakeholders. The need for ongoing delivery of new business facilitation has been identified to ensure support is retained as future COVID-19 and bushfire recovery support for business scales down over time. The development of an innovative business centred initiative to address this is underway, with a pilot program to commence in Buchan and Bruthen in 2022.	50%	
4.3.2	Partner with Victorian Government on industry transition programs to support new business and employment opportunities	A range of initiatives are in progress to support new business and industry transition, including Start Up Gippsland programs, Business Facilitation Pilot (Bruthen and Buchan), Building Entrepreneurial Mindsets (ACRE - Mallacoota), Agribusiness Development (expansion, diversification, succession planning), East Gippsland Business Awards and a new Maximising Events Program. Council remains primed to support the Community Transition Plans for Swifts Creek and Nowa Nowa, and is awaiting confirmation from these communities. Several meetings have been held jointly with the Department of Jobs, Precincts and Regions and the Nowa Nowa and Swifts Creek communities and a funding application is being drafted in preparation.	50%	

Progress Indicator Legend

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

Code	Action Name	Comments	Progress	Status
4.3.3	Support industry awards programs	Council delivered the 10th Annual Federation University East Gippsland Business Awards, attended the 2021 Gippsland Wine Industry Awards as a major sponsor and has committed to sponsoring the 2022 Gippsland Business Awards.	80%	

Strategic Indicators

Name	Comments	Year to date result	Target
Participation in Council run programs delivered to support business growth	Council run programs that supported business growth included; <i>Tourism 101 Graduation Evening</i> - 11 attended (9 businesses) <i>Nature Based Tourism Forum</i> - 40 attended <i>Small Business Social Media individual mentoring clinic</i> - 4 attended (4 businesses) <i>Women in Agriculture and Business Networking Event</i> - 59 attended <i>Business Confidence and Training Needs Survey</i> - 24 responses Total businesses engaged, including online views of recordings post event = 138	50%	> 70% uptake annually
Number of new businesses registered	This is only reported annually by Australian Bureau of Statistics and will be updated when the new figures are published.	-	> 4,446

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	Continue pilot concierge program	The business concierge pilot continues to attract positive feedback from both internal and external stakeholders. Results of improved relationships and proactive business engagement in their interactions with Council and across internal Council business units is evident. Current funding for the role concludes in June 2022 with consideration of future funding options required.	50%	

Progress Indicator Legend

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

Code	Action Name	Comments	Progress	Status
4.4.2	Update information to support business investment and approvals	Key recommendations from the Building Better Approvals Program (funded in 2020 by State Government) have been implemented with major information updates regularly made on Council's website. A new Invest East Gippsland website has been briefed into East Gippsland Marketing Inc for delivery under their contract with Council for Destination Marketing and Promotional Services, with the project due to commence in 2022.	40%	
4.4.3	Coordinate approvals and facilitation support for major projects	Solid progress being made despite staff changes, recruitment and COVID-19 restrictions all impacting on program of works. Business and community engagement has been strong and consistent across all portfolios, and major projects are progressing well, such as the South Bairnsdale Industrial Park water augmentation, digital connectivity, tourism opportunity plans and regional events. New investment is flowing into the region with 22 new business enquiries, business infrastructure improvements (80+ facade enhancements) and new tourism developments progressing such as Metung Hot Springs, The Servo Lakes Entrance and Riverine Resort Bairnsdale.	50%	

Strategic Indicators

Name	Comments	Year to date result	Target
Number of businesses engaged through business facilitation programs	96 businesses were engaged across four separate business facilitation programs.	180	> 300
Develop a baseline on Council processing time for goods on footpath, trading permits, domestic animal business and food premises registrations	Baseline information relating to processing time of permit applications is ongoing throughout 2021-22.	-	Baseline developed for 2021-22

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
4.5.1	Implement bushfire and COVID-19 recovery plans and support delivery of key projects	A new resource has been appointed to maintain focus on key bushfire, COVID-19 and timber transition projects. Council received \$500,000 grant funding for COVID-19 outdoor activation to further support business trade, particularly those unable to function due to prolonged COVID-19 restrictions. A range of initiatives were developed within a short timeframe and executed in time for the peak holiday period. These include a buy local campaign "Celebrate where you live", public entertainment and performances, wellness programs, activation of dormant precincts such as Devon Lane, Paynesville and Grey Street, Lakes Entrance to create new dining and recreation spaces.	50%	
4.5.2	Partner with Destination Gippsland and other relevant stakeholders to implement key actions of the Destination Management Plan and associated strategies	Council is engaged with Destination Gippsland across both tourism and events, and is actively involved in delivery of several priority initiatives. These initiatives are well underway, and include: • Gippsland Lakes Aquatic Trails Project; • new destination brand roll-out; • Dark Skies Project; • regional events funding program; • improved data insights systems for live-time information on visitor activity; • Gippsland Tracks and Trails Strategy; and • prefeasibility for East Gippsland Discovery Centre. Joint planning is underway with Destination Branding and industry development on a regular basis. Partnerships have been created with Parks Victoria, the Department of Environment, Land, Water and Planning and GLaWAC to progress Eco Destination Status as a foundation priority for East Gippsland (due June 2022).	50%	
Major Initiative 8	Implement the Tourism Events Strategy	The East Gippsland Event Growth Action Plan was adopted by Council and the previous RADES funding program has been retired. Planning for implementation is scheduled for early 2022.	10%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	Year to date result	Target
Number of tourism events held during the low and shoulder season periods	The low and shoulder season period is May to October. Total number of event permits issued for Quarter 2 was five events. One of these events were sponsored by Council, the Vic Bream Classics - Metung (RADES funded). Three events were cancelled, Motorcycling Off-road Championship, Great East Rail Trail Ride and Head of the Mitchell Regatta.	26	> 100
Total visitation to East Gippsland (international, domestic and daytrip combined)	Strong demand for short-breaks and holidays by metro Melbourne as a result of prolonged COVID restrictions and forced lockdowns, and low consumer confidence for interstate travel due to risk of border closures is driving increases in both intrastate visitation and expenditure	1,111,000 <i>(for period 1 September 2020 – 31 August 2021)</i>	> 1,300,000
Tourism expenditure in East Gippsland	Strong demand for short-breaks and holidays by metro Melbourne as a result of prolonged COVID restrictions and forced lockdowns, and low consumer confidence for interstate travel due to risk of border closures is driving increases in both intrastate visitation and expenditure	\$387,000,000 <i>(for period 1 September 2020 – 31 August 2021)</i>	> \$360,000,000

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

Code	Action Name	Comments	Progress	Status
4.6.1	Develop industry case studies which showcase best practice in: - agribusiness and food manufacturing industry; - opportunities for investment; - farming diversification, expansion, and transformation opportunities for sustainable agriculture	Development of case studies of best practice agribusiness, investment opportunities and sustainable agriculture flagged for focus in 2022. Content is already in progress and plan for PR with East Gippsland Marketing for mapping.	25%	
4.6.2	Engage with agriculture sector to identify key issues through the Agriculture Sector Advisory Committee	Consistently strong engagement has been delivered with the East Gippsland Agriculture Sector Advisory Committee, with key issues of sustainable water, weed suppression, rural land use planning and drought resilience emerging as priorities.	50%	

Strategic Indicators

Name	Comments	Year to date result	Target
Participation in Council run agricultural programs	Council agriculture programs include; <i>Agribusiness Development Program</i> - 42 farming families (84 in total) <i>Farm Gate Producers: Business First week</i> – 3 participants <i>Rural Agency Network Support Service forum</i> - 12 participants <i>Sustainable water strategy workshop</i> - 4 participants <i>Women in Agriculture Dinner</i> – 60 attendees Total participation for the quarter was 163	228	> 200 participants annually
Number of jobs in the agriculture sector in East Gippsland	This is only reported annually and will be updated when the new figures are published.	-	> 1,612
Value added by the agriculture sector in East Gippsland	This is only reported annually and will be updated when the new figures are published.	-	> \$288,043,000

Progress Indicator Legend

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



Council advocate for the East Gippsland community at any opportunity. When Jeroen Weimar visited the region, Council discussed the stress on local businesses associated with COVID-19 lockdowns and restrictions. Pictured: Anthony Basford (CEO), Victoria's COVID-19 Commander Jeroen Weimar, and Mayor and Deputy Mayor at the time, Crs Mendy Urie and Mark Reeves.

5

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

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

Code	Action Name	Comments	Progress	Status
Major Initiative 9	Implement the Customer Experience Strategy	The Complaint Management Policy was revised and provided to Council for adoption. In addition, the Complaint Management Procedure and the Unreasonable Complainant Conduct Procedure were finalised. The first stage of the customer service and library review was completed with 34 recommendations. Councillors were briefed regarding progressing 12 recommendations to community consultation. An after-hours call service was implemented, where anyone calling in has a person record their enquiry and either direct them to Council's on-call officer for assistance or record the details of the request to address the next business day. By triaging the calls referred to the on-call officer, it allows them to focus on urgent matters. Work has commenced on a new IT system with a new customer response module.	70%	

Strategic Indicators

Name	Comments	Year to date result	Target
Community satisfaction with customer service	Survey results will be made available later in 2022	-	≥ 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	Develop advocacy plan for Federal and State elections	An advocacy policy was developed and adopted by Council in October 2021, followed by an Advocacy Strategy in November, detailing Council's current priorities. The target for completion of the detailed information sheets to support each priority is the end of January 2022.	90%	

Progress Indicator Legend

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

Code	Action Name	Comments	Progress	Status
5.2.2	Participate in One Gippsland advocacy activities	Through One Gippsland, Council participated in the following advocacy meetings: • <i>Ms Louise Staley MP</i> (Shadow Minister for Transport Infrastructure; Roads; and Regional Recovery) to advise of freight projects in relation to sand transport, digital connectivity shortcomings, support for small business and recovery for regional areas. • <i>Mr Richard Riordan MP</i> (Shadow Minister for Local Government; Resources) and <i>Hon Ryan Smith MP</i> (Shadow Minister for Planning and Heritage; Housing) to discuss long term infrastructure projects that will assist freight efficiency and improve digital connectivity. • <i>Mr Bill Tilley MLA</i> (Shadow Minister for Regional Cities; Decentralisation; and Fishing and Boating) to discuss high house prices and the lack of housing/rentals; shortage of skilled staff for casual/seasonal work. • <i>Ms Bridget Vallence MLA</i> (Shadow Minister for Industry; Manufacturing; Innovation, Digital Economy and Medical Research) to discuss tourism, housing and connectivity challenges. • <i>Hon Dan Tehan</i> (Minister for Trade, Tourism & Investment) to discuss economic impacts to region, cancellation of events, skills shortages and focus of improving tourism infrastructure. • <i>The Hon Melissa Horne MP</i> (Minister for Ports and Freight; Consumer Affairs, Gaming and Liquor Regulation; Fishing and Boating) to discuss economic/efficiency benefits of priority projects. • <i>Hon Jason Clare MP</i> (Shadow Minister for Housing and Homelessness; Regional Services, Territories and Local Government) to discuss affordable housing shortage and digital connectivity problems in regions. • <i>Hon Jacinta Allan MP</i> (Minister for Transport Infrastructure; Suburban Rail Loop) to discuss priority projects and seek feedback on Government priorities. Other meetings include the Regional Director Gippsland, Regional Development Victoria, Hon Martin Pakula, and Advisor to Minister Ben Carroll.	50%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	Year to date result	Target
Community satisfaction with advocacy (lobbying on behalf of the community)	Survey results will be made available later in 2022	-	≥ Large Rural Council average

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	Continue to use place plans and local recovery plans as a primary mechanism for developing locally based solutions	Recovery plans continue to be used as the primary mechanism for developing locally based solutions. They are informing funding applications and Council is seeing funding bodies assessing these applications against recovery plan priorities. The priority actions in each plan or community document has allowed the community to direct their focus on a distinct number of projects for future resilience and preparedness for future emergencies.	50%	
Major Initiative 10	Finalise the community engagement toolkit	A range of community engagement documents have been developed and are available for Council officers when conducting any form of engagement with the community. These include: • Introductory guidance for community engagement; • Community Engagement Policy; • Community Engagement Checklist; • Community Engagement Action Plan Template; and • Community Engagement Evaluation Template.	70%	

Strategic Indicators

Name	Comments	Year to date result	Target
Community satisfaction with advocacy (lobbying on behalf of the community)	Survey results will be made available later in 2022	-	≥ Large Rural Council average
Community satisfaction with making community decisions	Survey results will be made available later in 2022	-	≥ Large Rural Council average
Community satisfaction with informing the community	Survey results will be made available later in 2022	-	≥ 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

Code	Action Name	Comments	Progress	Status
5.4.1	Develop a strategic management framework	No further progress has been made since the draft strategic management framework and a list of priority initiatives were developed.	30%	
5.4.2	Service reviews are undertaken for priority services and the recommendations implemented.	The Service Review Framework has been further updated to include requirements to complete Gender Impact Assessments and the updated Integrated Strategic Planning and Reporting Framework (ISPRF). The Forge Theatre review is currently being undertaken and the scope of Part B of the Community Laws service review has been approved and is due to commence.	15%	
5.4.3	Fit for purpose technology is explored, implemented and used to generate productivity and efficiency gains across the organisation	All technology equipment to facilitate mobility and remote working requirements have been ordered. A global shortage of electronic components (due to impact of COVID-19 pandemic) continues to impact delivery time of the equipment. Estimated equipment delivery is now March 2022.	25%	

Strategic Indicators

Name	Comments	Year to date result	Target
Number of service reviews undertaken	Forge Theatre review is underway and Part B of Community Laws service review is due to commence.	2	= 4
Permanent workforce has access to mobile technology	Due to a global shortage of computer chips and delay in manufacturing of equipment, estimated delivery of new laptops and equipment is March 2022.	60%	> 70.00%

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

Code	Action Name	Comments	Progress	Status
5.5.1	Manage resources in accordance with Council's 10-year Financial Plan	Council's 2021/22 budget is being managed in accordance with the 10-year Financial Plan. The 6 monthly financial performance report will be presented to Council in February 2022.	50%	
5.5.2	Opportunities to attract external and partner funding for high priority needs are maximised	A range of funding applications have been made in the first half of the year including; 11 internal applications to the Black Summer Recovery Program. Significant applications were also made on Council's behalf (e.g. Buchan Recreation Reserve redevelopment) as well as support for community led applications; - Sustainability Victoria applications; - Preparing Australian Communities; - Fast Track Infrastructure Program (3 full applications); - Integrated Water Management (2 applications) and - the Regional Tourism Infrastructure Program. Seven projects have also received confirmed funding from the Regional Recovery Partnerships Fund and three projects have received Destination Charging (Electric Vehicle) funding. Further funding was also confirmed from Department of Environment, Land, Water and Planning for the Mallacoota Seawall - Stage 2.	25%	

Strategic Indicators

Name	Comments	Year to date result	Target
Victorian Auditor-General's Office assessment of Council's overall Financial Sustainability is low risk	The Auditor-General's report will not be made available to Council until early in 2022.	-	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
5.6.1	Implement the Workforce Plan 2021-25	The Service Review Framework has been updated to include requirements to complete Gender Impact Assessments and the updated Integrated Strategic Planning and Reporting Framework (ISPRF). The Workplace Gender Audit results were successfully uploaded to the Commission for Gender Equality in the Public Sector. Draft improvement strategies and actions have been developed through consolidation of direct staff feedback, feedback noted in the audit presentation meetings, through discussion, brainstorming and output across four internal gender equality working group sessions. Organisation values have been incorporated into workplans and work practices, including Corporate Induction and position descriptions. The values will continue to be promoted and integrated as part of ongoing policy review and update process. A review of the current Reward and Recognition Framework has been undertaken and a new draft version includes our new values.	10%	

Strategic Indicators

Name	Comments	Year to date result	Target
The percentage of actions implemented from the Workforce Plan 2021-25	Actions have commenced but none are fully implemented.	0%	≥ 80% of actions implemented by 30 June 2022

Progress Indicator Legend

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