



Council Plan Progress Report – Quarter Two 2022-23

Period ending 31 December 2022

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Front cover image

Council's Corporate Centre on Main Street, Bairnsdale at sunrise. The Corporate Centre houses the Council Chambers and a Customer Service Centre, which operates from 9am-5pm Monday-Friday.

Acknowledgement of Country

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

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

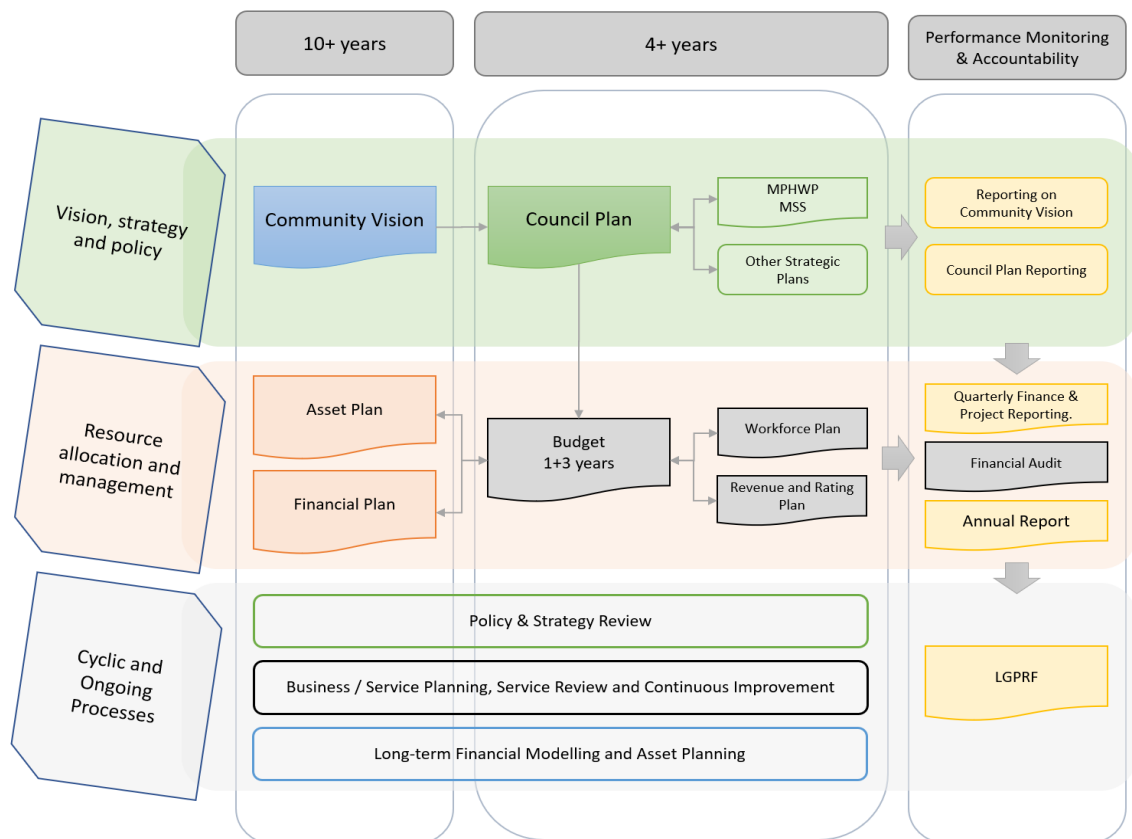
Our Vision

East Gippsland is an inclusive and innovative community that values our natural environment, puts community at the centre of Council decision-making and creates the conditions in which communities can thrive.

Our Strategic Planning Framework

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

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



Terminology:

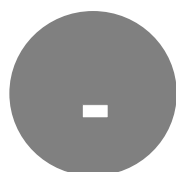
- MPHWP = Municipal Public Health and Wellbeing Plan
- MSS = Municipal Strategic Statement
- LGPRF = Local Government Performance Reporting Framework

Major Initiatives

Status of major initiatives

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

Overall progress against these initiatives is summarised below.



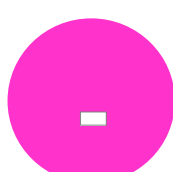
Not commenced

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.



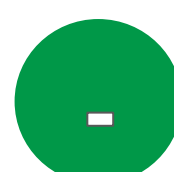
On hold

Progress has been placed on hold.



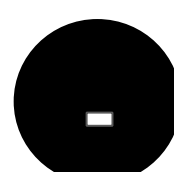
On schedule

Progress is on schedule



Completed

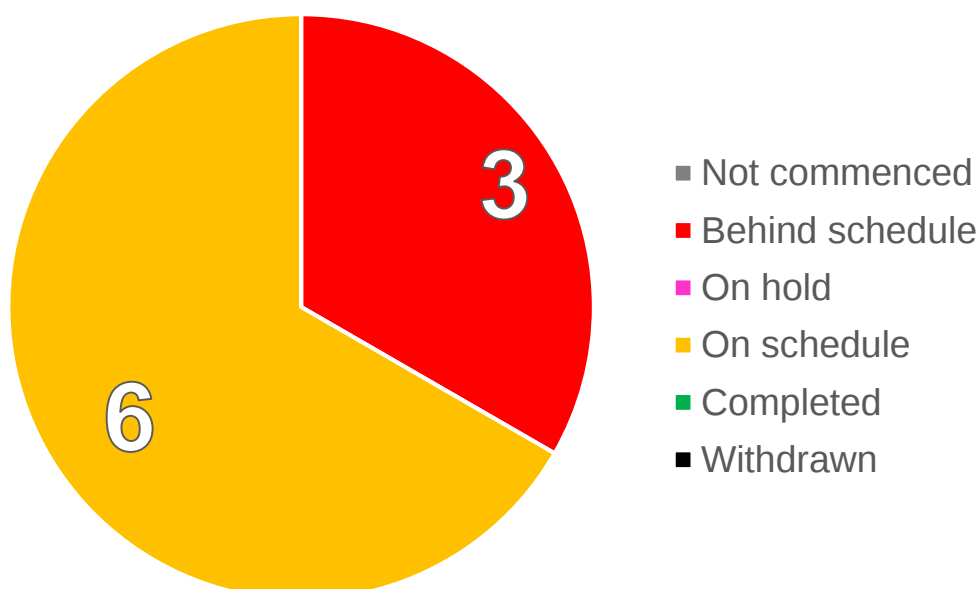
Activity or project is fully completed



Withdrawn

Activity is no longer a focus and has been withdrawn.

Major initiatives





St Mary's Primary School Grade 4 students visited Council Chambers on 29 November 2022

1 An inclusive and caring community that respects and celebrates diversity

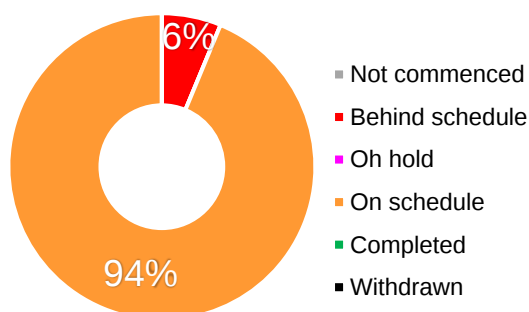
1: An inclusive and caring community that respects and celebrates diversity



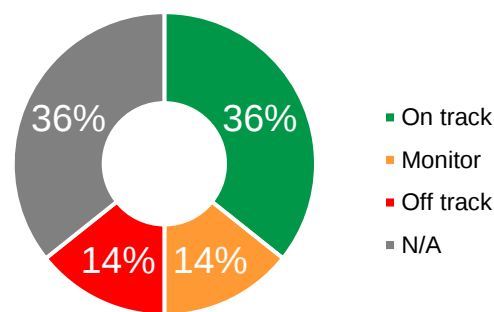
Strategies	Council's role
1.1 Council strives to provide equitable access to their services, support and facilities	Provider
1.2 Collaboration with key stakeholders fosters the cultural, arts and creative communities for all activities Council has facilitated or financially contributed to	Facilitator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

Summary of performance

Actions



Strategic Indicators



Council services provided

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

Community Support and Development
Environmental Health
Library
Performing Arts
Recreation Centres

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

Code	Action Name	Comments	Progress	Status
1.1.1	Universal access principles are applied to infrastructure construction and upgrades	Design officers reviewed all proposed project designs to ensure the Disability Discrimination Act 1992 was met. Similarly, Officers used the National Construction Code AS1428 to ensure all building designs for new building work enabled access for people with disabilities. This review ensured that all structural and civil designs were compliant with regulations to ensure Council's Municipal buildings, playgrounds and open spaces are accessible.	50%	
1.1.2	Develop internal capacity to deliver access audits across council service and facilities	Access audits on Council facilities and programs were commenced. These will continue, under the responsibility of a Council officer who is equipped to complete the audits.	60%	
1.1.3	Consider access to services in service reviews undertaken	Access to services was considered in the Service Centre and Library service review, which was completed in quarter two. Access to services will continue to be considered for ongoing service reviews.	50%	

Strategic Indicators

Name	Comments	Result	Target
Community satisfaction with accessibility to Council facilities	Quarterly surveys continued to be conducted with the community, with the results to be released later in the year.	-	Baseline to be confirmed 2022-23
Number of visits to aquatic facilities per head of municipal population	The result for this quarter is only slightly below the target of 2.25 visits, required to achieve an annual outcome of greater than, or equal to, 10 visits per head of the municipal population.	2.24 visits	≥ 10 visits (annually)
Number of community facilities and infrastructure upgraded to improve accessibility	This will be reported fully at the end of the financial year.	-	≥ 10 projects

Progress Indicator Legend

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

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

Code	Action Name	Comments	Progress	Status
Major initiative 1	Develop a Culture and Creativity Strategy	Following extensive community consultation last quarter, a draft Culture and Creativity Strategy was finalised this quarter and released for public comment and feedback.	85%	
1.2.1	Provide arts and cultural services and experiences that encourages connection and creativity, while supporting businesses, community groups and individuals	Council's cultural services are currently focused on the operation of the Forge Theatre and a range of funding programs. The Forge Theatre has had a full program of events including theatre, music and children's events. The arts and cultural service council provides is being reviewed as part of the Culture and Creativity Strategy Action Plan, which commenced this quarter.	50%	
1.2.2	Support projects and events that foster creativity through the funding for visitor events and the community grants program	Following the successful cycle of community grants in recent months, Council has committed to review the grants program to ensure benefit to community and Council are aligned and maximized. Bushfire recovery funding for community events and projects has continued. A funding stream for small grants for community events is nearing completion, having supported a wide range of community events and initiatives in the 2022/23 financial year. Additionally, the Community Recovery Committee – Local Government Area grants are now in place and have enabled Community Recovery Committees access to funding for community events and initiatives.	50%	

Strategic Indicators

Name	Comments	Result	Target
Number of community organisations / individuals funded through Council's arts and heritage grants program	Eight arts and heritage projects were funded directly through the program. A further two projects were funded under community programs as they demonstrated multiple skill building and social engagement opportunities.	8	≥ Nine annually
Number of community organisations / individuals funded through Council's community grants program	There were 12 applications proposed to be funded in the first round of 2022/23 Community Grants Program. These applications were presented to Councillors on 11 October 2022 and were approved for funding.	12	≥ 25 annually

Progress Indicator Legend

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

Name	Comments	Result	Target
Develop baseline measures for cultural outcomes for Council programs	Development of the baseline measures will be considered as part of the grants cycle and process review that will commence in 2023. It is envisioned that a more systematic and consistent assessment framework for grant applications (including a measure of cultural outcomes for community) will be developed in future. Officers remain confident that baseline measures will be developed in 2022/23.	50%	Baseline developed in 2022-23

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

Code	Action Name	Comments	Progress	Status
1.3.1	Implement improvements to Council's processes and online systems to improve access to information regarding community programs and services, and promote volunteer events and opportunities across the shire	Council officers developed and promoted a range of information specific to the 16 Days of Activism against Gender Based Violence via a range of sharing mechanisms. Additionally, in recent months officers promoted and ran a community accessible demographic data session with Profile ID, which was well attended.	50%	
1.3.2	Support volunteer Committees of Management for recreation reserves and halls with funding and capacity building	Council supported over 70 volunteer community committees of management. Work also continued on large partnership projects with Committees of Management, including; • upgrading facilities at the Metung Bowls and Tennis clubs; • upgrading the Lindenow Recreation Reserve scorers' box; • upgrading the netball courts at the Omeo Recreation Reserve and • major upgrades of the Swifts Creek and Buchan Recreation Reserves. The appointment of a responsible Council officer, which occurred late in quarter two, will provide the capacity to work more closely with these important volunteer committees of management.	50%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	Result	Target
Community group satisfaction with Council support	Quarterly surveys continued to be conducted with the community, with the results to be released later in the year.	-	Baseline to be developed 2022-23
Number of events held that recognise and support volunteers	Continued events involving Youth Ambassadors, Disability Advisory Committee, and Friends of the Library have been supported this quarter, centering on recognizing volunteer efforts.	Three	≥ Five events

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

Code	Action Name	Comments	Progress	Status
1.4.1	Establish governance arrangements for the implementation, ongoing monitoring and delivery of the Municipal Public Health and Wellbeing Plan 2021-25	The Draft Municipal Public Health and Wellbeing Plan continued to be finalised and is scheduled to be released for community feedback early in 2023. The capacity for Council to increase responsibility for coordinating implementation of the Health and Wellbeing Plan is being established, particularly considering the cessation of the East Gippsland Primary Care Partnership and the transfer of some functions to the Gippsland Public Health Unit.	50%	
1.4.2	Advocate for and identify opportunities to support social and affordable housing	The Housing and Settlement Strategy Discussion Paper, presented to Council and released for public comment this quarter, included options for Council involvement in affordable housing.	50%	
1.4.3	Align recreation centre service delivery with regional health and wellbeing programming and allied health services	Work during this quarter has focused on relationship building with Bairnsdale Regional Health Service with the objective of linking allied health services with our centres to deliver Health and Wellness programs.	20%	

Strategic Indicators

Name	Comments	Result	Target
People attending Council's recreation centres through an allied health service program delivery	At this point in time there is no data from Bairnsdale Regional Health Service on how many community members engage with Council's recreation centres due to the direct link of allied health.	No Data	≥ 800 attendances
Develop a Housing Strategy	The Housing and Settlement Strategy Discussion Paper was presented to Council and released for public comment.	Progressing	Adopted in 2022-23

Progress Indicator Legend

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

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

Code	Action Name	Comments	Progress	Status
Major initiative 2	Develop a new Reconciliation Action Plan	Progress on the new Reconciliation Action Plan has been impacted by challenges in securing the consultancy skillset with availability to conduct the work. The original preferred consultant advised Council that they were no longer able to complete the project. A new consultancy was engaged and has commenced finalising a timeframe for completion. Scheduled progress currently includes a February 2023 review of the pre-existing Reconciliation Action Plan and late February consultation with key Council stakeholders.	25%	
1.5.1	Increase and embed understanding of Aboriginal and Torres Strait Islander culture, knowledge and history within the planning and development of Council services, infrastructure and projects	Council's Aboriginal Engagement Officer continued work to develop relationships between Council and community stakeholders. Further progress was conducted on developing a partnership for shared project management resources with GLaWAC. Specific projects included: - Engagement with Lake Tyers Aboriginal Trust to source local indigenous contractors. - Involvement and inclusion of indigenous voices in the development of a Culture and Creativity Strategy. - Engagement of local indigenous subcontractors and development of a school-based apprenticeship as part of delivery of the WORLD project. Council officers working with local Aboriginal organisations to support culturally appropriate options for relief and other support during emergencies.	50%	
1.5.2	Enhance engagement with traditional owners in the development of key Council Capital projects	Regular meetings continued to be held with GLaWAC and other traditional owner groups during the design and delivery phase of a range of Council's capital projects, such as the design of artwork and cultural interpretation for the Krautungalung Walk and delivery of the Crooke Street Wetlands. Cultural Heritage inductions were also held during the quarter for contractors on both the Omeo Mountain Bike project and the Eagle Point Hub project.	25%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	Result	Target
Number of projects and service reviews that have included formal engagement with traditional owners	Formal engagement with traditional owners occurred through cultural heritage assessments and cultural introductions. Aspects of this engagement were conducted during quarter two for 36 projects. Additionally, the consultation processes for the Culture and Creativity Strategy has involved formal and informal engagement with traditional owners.	37 projects	≥ 10 projects
Percentage of Council directorate representation on Reconciliation Action Plan working group	Representation is yet to be determined.	-	100%
Percentage of total staff who have participated in cultural awareness training in the past 24-months	Ongoing training for new starters is provided at Corporate Orientation, with one session conducted during quarter two, attended by 18 staff. Cultural awareness training across the organisation is planned for delivery at the start of the 2023/24 financial year.	50.83%	100%

1.6: Council is culturally and linguistically inclusive and celebrates diversity

Code	Action Name	Comments	Progress	Status
1.6.1	Develop a process to document and verify inclusive and accessible features of Council programs and facilities	A designated Council officer has commenced conducting audits on accessibility now that training in this area has been completed. Given the gaps in this competency internally within council in recent years, the completion of access audits to verify accessible features of council facilities is an achievement. The Disability Advisory Committee has continued to provide a key role in identifying issues and providing advice on existing and proposed programs and infrastructure.	50%	
1.6.2	Develop, implement and promote an annual calendar that recognises events that celebrate diversity and inclusion in East Gippsland	Work is underway to draft a calendar of significant events that celebrate diversity, with work in subsequent quarters to release the calendar across the organisation for feedback and input.	50%	

Strategic Indicators

Name	Comments	Result	Target
The number of initiatives that celebrate diversity and inclusion supported by Council	Council hosted and supported events in the recent quarter specific to 16 days of activism against Gender Based Violence, as well as the Youth Ambassador Camp.	Two	≥ 10 initiatives

Progress Indicator Legend

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



Delivery of the Eagle Point Foreshore Hub Development (design by landscape architects, enlocus, pictured above) continued this quarter with completion scheduled for June 2023.

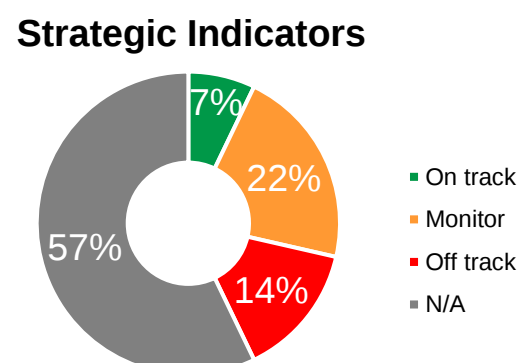
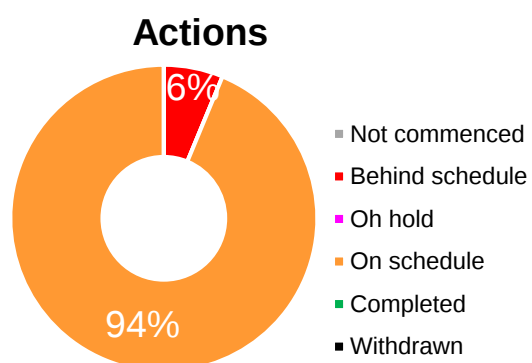
2 Planning and infrastructure that enriches the environment, lifestyle, and character of our communities

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



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

Summary of performance



Council services provided

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

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

Major Capital Works Projects update

Bairnsdale Landfill Cell 4



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

Bullock Island Bridge



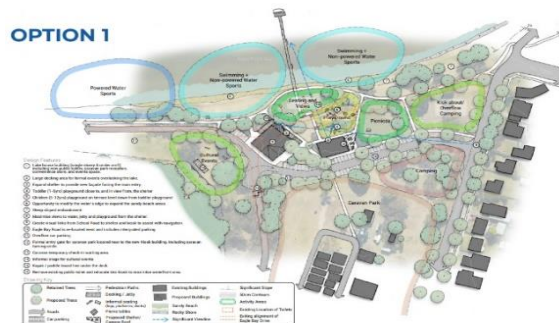
Bullock Island bridge is open to two lane traffic and nearing completion with the following minor works expected to be completed by February 2023, these include guardrail, line marking and lighting.

Bullock Island Master Plan Implementation



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

Eagle Point Foreshore Hub



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

Krauatunglung Walk



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

Mallacoota Streetscape



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

Omeo Mountain Bike Trail and Stage 2



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

Slip Road Maritime Precinct



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

Lakes Entrance Waste Transfer Station



The recycling shed slab has been constructed and cured. Further construction has been delayed due to rain and weather constraints. This project is expected to be complete in May 2023.

WORLD Sporting Precinct Stage 1



Construction of stages 1 and 2 is continuing, with a projected completion date of March 2023 but further stages of works are temporarily delayed.

Swifts Creek Recreation Reserve



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

Jemmy's Point - Stage 2



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

Gymnastics Pavilion Lucknow



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

Orbost Forest Park Upgrade



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

Lakes Entrance Foreshore Park



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

2.1: Statutory and strategic planning for land use delivers sustainable outcomes that balance the need for growth with the enhancement of our lifestyle, character, the built and natural environment

Action Code	Action Name	Comments	Progress	Status
Major initiative 3	Prepare a Housing and Settlement Strategy to guide future housing development and to support increased housing diversity and affordability	A Discussion Paper for the Housing and Settlement Strategy was released on Council's engagement portal for public comment. In addition, a land supply/demand assessment for the Rural Living Zone was completed this quarter. Land supply/demand maps and tables for each town in the Shire were developed.	50%	
Major initiative 4	Develop key public open space planning initiatives, which includes the East Gippsland Sporting Facilities Plan and Public Open Space Strategy	The first draft of the East Gippsland Sporting Facilities Plan was developed at the end of quarter two. During the quarter external consultants were also engaged to prepare the East Gippsland Marine and Coastal Plan, which is a requirement of the State Marine and Coastal Strategy.	45%	
2.1.1	Deliver rebuilding support for landholders that lost a house and/or sheds in the 2019-20 Black Summer Bushfire	All applications continued to be processed in a timely manner, and three applications were currently under assessment at the end of the quarter.	50%	
2.1.2	Finalise the Rural Land Use Strategy and prepare a Planning Scheme Amendment	The final draft of the Rural Land Use Strategy was released for public comment.	50%	
2.1.3	Prepare Strategic Land Use Plans and Planning Scheme Amendments to address priority growth areas at Eagle Point, Paynesville and Lakes Entrance	Documentation continued to be prepared this quarter.	50%	

Strategic Indicators

Name	Comments	Result	Target
Community satisfaction with building and planning	Quarterly surveys continued to be conducted with the community, with the results to be released later in the year.	-	≥ Large Rural Council average
Planning applications decided within required time frames	This quarter has seen a significant improvement in decision timeframes from 38.91% determined within 60 days in quarter two of the last financial year. It is expected that as the backlog is reduced, these timeframes will continue to improve.	49.55%	> 80%
Average time taken to decide planning applications	The target has not yet been achieved, due to the backlog of applications and staff	93 days	< 61 days

Progress Indicator Legend

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

Name	Comments	Result	Target
	resources being diverted to the upgrade of Council's corporate information system.		
Council planning decisions upheld at VCAT	There were three decision for the period; two were varied and one was set aside.	66.6%	> 60%
Completion of milestones of key strategic plans:	Rural Land Use Strategy - Met milestones	83% of milestones	> 90% of milestones
- Rural Land Use Strategy - Housing and Settlement Strategy - Eagle Point Structure Plan - Paynesville Structure Plans - East Gippsland Sporting Facilities Plan - Public Open Space Strategy	Housing and Settlement Strategy - Met milestones Eagle Point Structure Plan - Met milestones Paynesville Structure Plans - Behind schedule East Gippsland Sporting Facilities Plan - Met milestones Public Open Space Strategy - Met milestones		

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

Action Code	Action Name	Comments	Progress	Status
2.2.1	Implement the asset management framework to drive Council's capital and maintenance infrastructure investment in a transparent and financially sustainable way	Focus this quarter was on a detailed review of the current CONFIRM systems functionality and usability. This review included detailed assessments and workshops with key internal users and asset managers. The assessment report has been received and the recommended improvement actions will commence implementation in quarter three.	30%	
2.2.2	Develop and commence the implementation of service standards for the maintenance of asset classes	Prior to the development of service standards there is requirement to review and improve service processes. In quarter two this work included completion of a detailed assessment of the Project Management Framework (PMF), PULSE and alignment of the PMF and the Asset Management Framework.	30%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
2.2.3	Work with community and stakeholders to plan, design, implement and maintain infrastructure to meet community needs in an affordable way	There are currently 141 projects that are in the project planning or detailed design stages. The East Gippsland Your Say page has 29 current projects that are regularly monitored and updated to ensure the community remains informed. Key projects have established project reference and project control groups in place to ensure ongoing consultation and that the intended project outcomes meet community needs.	50%	
2.2.4	Deliver a capital works program and asset management program that is aligned to community need and is able to be delivered within Council resources	As at 31 December 2022, 57.72% of the forecast budget had been expended or committed. It is acknowledged that the Capital budget for this year is extensive, however much of the budget comes from external sources, with only approximately \$25 million being Council cash, which is on par with comparable years. The program covered 251 separate projects of which 22 projects had been completed, 183 are progressing, 10 projects have been withdrawn or transferred. The remaining projects are either on hold or have not started. As at the end of December 2022, it was estimated that there would be approximately \$28 million of program carry forwards.	35%	
2.2.5	Build the capacity of volunteer groups and provide support for volunteer managed community facilities	Ongoing support for Committees of Management was provided through responses to queries and distribution of annual allocations. Additionally, significant progress has been made toward a more proactive maintenance response, with a dedicated officer commencing in quarter three.	50%	

Strategic Indicators

Name	Comments	Result	Target
Asset renewal and upgrade expenses as a percentage of depreciation	This indicator is only calculated at year end when the financial data has been reconciled.	-	> 100%
Percentage of adopted capital projects completed at the conclusion of the financial year (based on the most recent amended budget)	The total program has 251 separate projects of which 22 projects have been completed.	8.76%	> 80%
Percentage of sealed roads that meet Council's target condition rating	The condition of sealed road assets is assessed every three years.	96.9%	> 97%

Progress Indicator Legend

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

Name	Comments	Result	Target
Community satisfaction with appearance of public areas in East Gippsland	Quarterly surveys continued to be conducted with the community, with the results to be released later in the year.	-	≥ Large Rural Council average
Committees of Management and volunteer groups for Council managed land with a guiding plan	Progress towards committees of management and volunteer groups is yet to commence. A responsible officer will be appointed in quarter three.	0	≥ 10
Percentage of community recreation reserves and halls asset condition above target condition rating	Condition assessments for community recreation reserves and halls was completed. The next steps will be developing a target condition rating and determining priority.	-	Target to be confirmed in 2022-23

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

Action Code	Action Name	Comments	Progress	Status
Major initiative 5	Implement a climate risk analysis to identify the likely impact of extreme weather and climate events on Council's infrastructure assets, and ability to provide community services	This project is reliant on grant funding, with a grant application lodged in early July. Late in the quarter notification was received that the funding required for the climate risk analysis had not been successful. Alternate funding mechanisms are now being investigated.	10%	
2.3.1	Develop and implement plans that enhance the organisation's preparedness and ability to manage and mitigate the impact of natural disasters	Local Incident Management Plans continue to be developed with communities as they were requested. Additionally, a preparedness spreadsheet was developed for monitoring Council's resources, infrastructure, systems, people and processes for reporting. Planning commenced for a cross agency exercise, scheduled for February 2023, and a capability register with planning for future training and updates, to be further developed in 2023.	80%	
2.3.2	Develop new approaches to road renewal and maintenance that improves resilience to changing climatic conditions	Effort during the quarter has focused on both raising the need for modified approaches to road design and maintenance at a State and Commonwealth level as an advocacy issue; and on investigating improvements to specific roads and storm water systems. A research project has been delayed as this was reliant on external funding that was not successful.	30%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
2.3.3	Design new infrastructure to meet changing climatic conditions and is resilient to the impact of natural disasters	A request for tender was released to provide critical data on road condition, enabling a review of design and materials considerations through the Forward Design Program. A review of road maintenance data is also underway. Hydrological and geotechnical investigations continued to be undertaken to inform best practice design for non-road infrastructure projects. Recruitment commenced for an officer, to provide the in-house capacity to advise on drainage and road designs.	15%	
2.3.4	Support and strengthen municipal emergency planning arrangements to meet community expectations for resilience and preparedness	Work continued with the Municipal Emergency Management Planning Committee to ensure clear understanding of roles and responsibilities and develop the calendar for 2023, which will assist in driving the committee outcomes. A key issue for quarter three will be the engagement of all agencies in driving the necessary work at sub-committee/working group level.	60%	
2.3.5	Support communities to enhance resilience and strategically respond to recovery challenges and opportunities, including through support to Community Recovery Committees	New arrangements have been established to access recovery funding (including the Community Recovery Committee – Local Government Area Support Grant) to deliver on community identified priorities. A program of work has been agreed with Emergency Recovery Victoria to address recovery gaps for the Recovery and Resilience Grant with the funding agreement being finalised. Ongoing support is provided to Community Recovery Committees to identify recovery needs and priorities, and project facilitation support is being provided to assist in progress on key funded projects, particularly in the Omeo district. Council is also delivering several key bushfire recovery infrastructure projects on behalf communities. The Buchan STAYS expo was held to explore accommodation options to support tourism and economic recovery.	50%	

Strategic Indicators

Name	Comments	Result	Target
Community satisfaction with emergency and disaster management	Quarterly surveys continued to be conducted with the community, with the results to be released later in the year.	-	≥ Large Rural Council average

Progress Indicator Legend

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

Name	Comments	Result	Target
Percentage of communities that need a Local Incident Management Plan have one in place and reviewed as needed	Local Incident Management Plans continue to be developed throughout East Gippsland communities, with the creation of new community plans and the review of existing plans with community.	-	100%
Milestones achieved for climate risk analysis	Funding has not yet been secured to progress this work.	-	100%

Progress Indicator Legend

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



Council staff continued to maintain Council managed areas during the extensive grass growth of the spring season with the added challenge of a large amount of rainfall for the period.

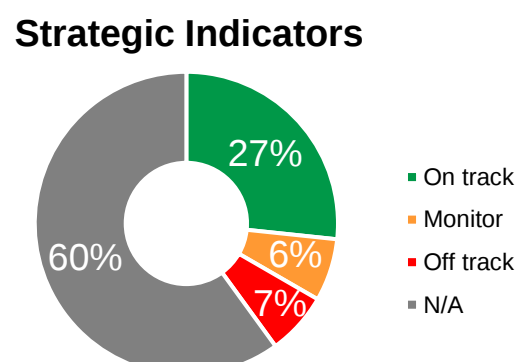
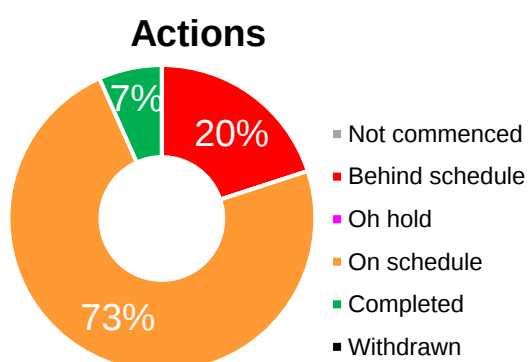
3 A natural environment that is managed and enhanced

3: A natural environment that is managed and enhanced



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

Summary of performance



Council services provided

Building Maintenance
Delivery of new assets
Environment Projects Management

Environmental Sustainability
Waste Services

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Status
3.1.1	Council's greenhouse gas emissions from energy use are reduced through key projects that include: • Install and commission permanent landfill gas flare at Bairnsdale Landfill; and • Purchase additional alternate fuel vehicles for Council's passenger fleet	Council made several achievements during the quarter to reduce greenhouse gas emissions, such as: • Finalisation of an agreement with one of the region's major manufacturers, which will facilitate this company's transition to renewable power sources. • Participation with six other local governments on a project to assist and accelerate the transition to all-electric renewable energy. • Council also made a submission on the Gippsland offshore renewable energy zone with the zone announced late in the quarter. • An audit of Sports Oval lighting has also been undertaken and recommendations pending on how best to convert these systems to a low energy option.	50%	
3.1.2	Develop processes and tools that support whole of community (local business, community organisations, and individuals) to take action and participate in a climate response	During the quarter Council adopted the Economic Development Strategy and Action Plan, which includes linkages to Climate Change. Council has also joined the newly formed Gippsland Alliance for Climate Action (GACA).	50%	
3.1.3	Implement infrastructure enhancement and improvements to respond and assist in managing impacts of climate change	A request for tender was released for a road condition assessment that will provide critical data on road condition to enable a review of design and materials considerations through the Forward Design Program. A review of Road Maintenance data is also underway. Recruitment has commenced for an in-house drainage engineer to manage inundation and the risk of flooding to road assets. LED street lighting continued to be installed, with only 11 locations remaining for replacement, and four electric vehicle charging stations were installed, which will support climate change adaptation and mitigation.	50%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	Result	Target
New public electric vehicle charging stations installed	As of 31 December 2022, chargers have been installed at Omeo, Orbost, Bairnsdale and Cann River and are now waiting for final confirmation from Ausnet before they can be used by the public. A tender for the installation of EV chargers at Mallacoota, Buchan and Lakes Entrance was closed on the 23 December 2022.	0	> Seven stations
Proportion of Council passenger vehicle fleet is electric, hybrid or uses alternate fuel sources	Council increased the vehicles that use sustainable energy by two for the period. Of the 127 vehicles in Council's fleet; 15 are hybrid; - one is an alternate fuel source; and - one is a full electric.	13.4%	> 10%
Total kilowatt hours output from renewable energy systems at Council owned facilities	Renewable energy usage is reported annually.	-	> 10%
Percentage of Council's electricity use from renewable sources	Emissions are reported annually.	-	> 95%
Reduce Carbon emissions from Council's operations	Target will be reported on at the end of the financial year.	No Data	< 5,535

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

Action 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	Councillors were briefed on environmental incentives on private land this quarter, which may assist to inform future incentives in the area of biodiversity protection. The Spring 2022 and Summer 2022-23 editions of Environmental Connect were released to over 400 subscribers. A Citizens Science component to a wetland project was also secured with Federation University. Community engagement was conducted, with the North East Catchment Management Authority and the Mitta Mitta community group on the Matchkeys Grasshopper relocation	50%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
3.2.2	Further develop sustainable practices and implement projects around water and land use, which includes the construction of Crooke Street, Bairnsdale wetland	During the quarter the Crooke street Wetland project was tendered; however, the tender has not been awarded and the project will be re-advertised in early 2023. Further progress on these practices will be supported by a future drainage engineer, who will progress the water management needs of the Lakes Entrance Northern Growth Area, and a future integrated water management role, developed in collaboration with DELWP and East Gippsland Water this quarter.	35%	
3.2.3	Advocate for appropriate State Government support for Council's management of public land for natural and biodiversity purposes	Council has continued to advocate for State Government support this quarter with regards to management of public land for natural and biodiversity purposes, through the Advocacy Strategy. The Advocacy Strategy was used for discussions with current State Government-sitting Members of Parliament as well as candidates standing for election during quarter two.	50%	
3.2.4	Continue to manage fire effected Council land to protect biodiversity and ensure public safety, including completing the War on Weeds projects	Council received a grant under Federal Government the Bushfire Recovery for Wildlife and Habitat Community Grants program to undertake weed surveillance and treatment along Betka Beach to Pebbly Beach at Mallacoota. Works have been undertaken over 70 hectares to target emerging and known weed species in this area to protect regenerating vegetation communities and associated fauna, this grant is almost completed. A second grant under this program received for bushfire impacted roadsides has allowed an additional 1000km of roadsides to be assessed and treated for emerging and regenerated weeds, this project is completed.	100%	
3.2.5	Develop and implement suitable plans for managing storm water and water within new urban development	The Lakes Entrance Northern Growth Area drainage strategy has been developed.	50%	

Strategic Indicators

Name	Comments	Result	Target
Community satisfaction with slashing and weed control	Quarterly surveys continued to be conducted with the community, with the results to be released later in the year.	-	≥ Large Rural Council average

Progress Indicator Legend

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

Name	Comments	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 kilometres annually
A baseline for the quality and quantity of land being managed for 'at risk' habitat, biodiversity purposes, and community safety on Council and private land	The baseline is still under development with no further action in quarter two.	-	Baseline to be developed

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

Action 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	The draft Management Plan for Toonalook Waters wetland has been developed and will be reviewed in quarter three. Assessment of several erosion matters is still ongoing due to persistent wet weather.	35%	
3.3.2	Implement a framework to support partners and volunteers to work on key priority projects for Council land	Actions relating to volunteer management for environmental purposes is on hold while a Volunteer Management Policy is developed. Recruitment of a Council officer during quarter 2 will allow more targeted support for volunteer Committees of Management.	10%	
3.3.3	Complete the Bairnsdale Alternative Water Project with the development of water management (including effluent) plan for Bairnsdale Saleyards	Officers assessed a consultant's brief to develop a water management plan for the Livestock Exchange. With further progress will be conducted once funding is confirmed.	50%	

Strategic Indicators

Name	Comments	Result	Target
Total investment in Council managed land to support natural areas	Much of the investment in council managed natural areas is seasonally influenced. With the long period of rain in quarter two, many of the weed and roadside vegetation activities were not commenced as early as usual. Reserve management expenditure, along with roadside vegetation management and weed eradication will therefore significantly extended into quarter three.	\$440,560	≥ \$1.710 million annually

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	Status
Major initiative 6	Support the circular economy through initiatives that reduce waste going to landfill, including: - Value adding green and organic waste; and - Introducing appropriate glass collection services at locations throughout the Shire.	A detailed business case for the management of organic waste has been developed and externally peer reviewed. The tender for the detailed design of a composting facility will shortly be awarded. Glass collection has been introduced at eight Waste Transfer Stations.	65%	
3.4.1	Develop and implement waste education programs to focus on key areas of waste reduction	A range of ongoing education programs continued to be rolled out, including regular print and social media campaigns. Council again supported the very successful Detox Your Home program, with the Bairnsdale Livestock Exchange carpark used as the collection point. A range of new school incursion material was developed, and a program run with Lucknow Primary School. Two workshops were also run in Bairnsdale on the benefits of using cloth nappies.	60%	
3.4.2	Implement the Waste Minimisation Action Plan, including delivering key actions: - Conduct a comprehensive waste service review; - Transition Cann River's waste service to a Transfer Station Service and remediate the existing landfill; and - Develop a framework for reporting and tracking of illegal dumping	The 10-year action plan continued implementation. The Cann River Transfer Station Planning Permit was the subject of a VCAT appeal, with the first directions hearing held late in the quarter, which will delay the project for up to a year. Officers are reviewing other options including the need for an alternate waste service once the Cann River Landfill is full. A service review has been funded and is scheduled to commence in quarter three.	65%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
3.4.3	Support the inclusion of more recycled materials in council's infrastructure and maintenance program, with particular focus on roads and footpaths	The Works team have been proactively using recycled asphalt product, as well as recycled crush rock where applicable in the maintenance program. Several roads contracts were also amended to facilitate the use of recycled road materials. Discussion occurred with local contractors to explore more sustainable road and footpath construction options that may be available to trial.	30%	

Strategic Indicators

Name	Comments	Result	Target
All Council offices have four streams of recycling (co-mingled, organics, soft plastics, paper/cardboard)	This project will be managed by the Waste Minimisation Officer from early 2023.	40%	100%
Number of community waste education programs delivered	Council conducted two cloth nappy workshops and one incursion at Lucknow Primary School. A request for incursion was received from Clifton Creek Primary school, which will be scheduled in 2023. Community markets will be attended with a pop-up stand in 2023.	2	≥ Five programs
Proportion of recycled content in construction projects on Council assets	Process improvements to enable more accurate reporting on both quantitative and qualitative data for the percentage of use of recycled material in construction projects is underway and will reported in quarter three.	No Data	> 10%
Community satisfaction with waste management	Quarterly surveys continued to be conducted with the community, with the results to be released later in the year.	-	≥ Large Rural Council average
Number of new waste streams collected through waste facilities	Have started collecting source separated glass at eight sites.	1	≥ 2
Kerbside collection waste diverted from landfill	Data has been provided by Tambo Waste.	51.45%	> 52%

Progress Indicator Legend

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



Community consultation for the Buchan Main Street and Linkages Project was conducted in quarter two and works are scheduled to commence in early 2023.

4

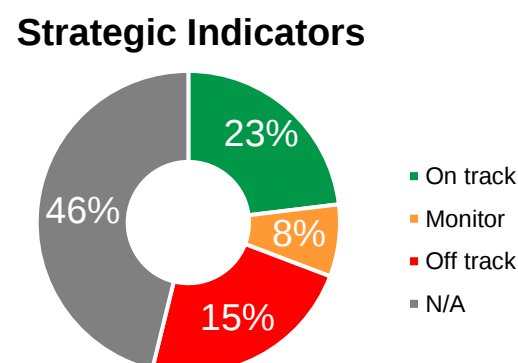
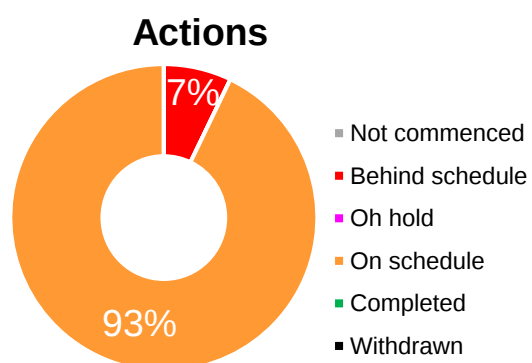
A thriving and diverse economy that attracts investment and generates inclusive local employment

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



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

Summary of performance



Council services provided

Business Support
Economic Development
Economic Recovery

Events
Tourism and Visitor Information

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

Action Code	Action Name	Comments	Progress	Status
4.1.1	Support businesses to leverage digital technologies to access new markets and create new products and services	Internal digital technology training was undertaken for the Visitor Information Centres with digital health audits to commence for businesses that are members early in 2023. Planning for the Digital Innovation & Smart Agriculture Conference continued, with the conference scheduled for May 2023.	25%	
4.1.2	Support business transition toward greater resilience and adoption of environmentally sustainable initiatives or practices and fostering of the circular economy	Officers supported business webinars in preparation for the Single Use Plastics Ban effective from January 2023. The Global Eco Destination application was submitted, with an independent audit scheduled for February 2023. Additionally, Council, in collaboration with Tambo Waste, implemented a 'source separated' glass recycling program to further reduce landfill, and signed off on an Environmental Upgrade Agreement with Patties Pies. The agreement was for the installation of LED lighting throughout the Bairnsdale plant.	50%	

Strategic Indicators

Name	Comments	Result	Target
Percentage of actions implemented from the Economic Development Strategy Action Plan 2022-26	The Economic Development Strategy Action Plan 2022-26 was endorsed by Council and progress will be reported at the end of the financial year.	N/A	≥ 80% of year 1 actions

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

Action Code	Action Name	Comments	Progress	Status
4.2.1	Facilitate engagement with young people, youth organisations and social enterprises to understand barriers to training and employment and their vision for the future	Discussions progressed with Management Governance Australia to address barriers to young adult learning across East Gippsland, and investigations were undertaken into an Entrepreneurs in Schools program, in partnership with the Gippsland East Local Learning and Employment Network.	15%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	Result	Target
Exiting secondary school students undertaking an apprenticeship / traineeship or TAFE training	This is reported annually, with the data for 2022 to reported later in the financial year.	N/A	> 24%
Year 12 students continuing to university education	This is reported annually, with the data for 2022 to reported later in the financial year.	N/A	> 20%

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

Action Code	Action Name	Comments	Progress	Status
4.3.1	Develop a program to identify, foster and promote emerging business leaders, entrepreneurs and new investors	The Business Boost Pilot Program had 11 clients and 30 resource volunteers this quarter, and support for expanding the program into other regions is being considered subject to funding (Omeo/Swifts Creek and Orbost). The Invest East Gippsland website is almost prepared for release, awaiting a final review and input by the Economic Development Advisory Committee. Additionally, planning for a Community-owned Assets forum commenced with expected delivery in 2023.	50%	

Strategic Indicators

Name	Comments	Result	Target
Participation in Council run programs delivered to support business growth	There were 308 participates across 8 industry development programs delivered by Council.	308	≥ 300 participants
Number of new businesses registered	This is only reported annually by the Australian Bureau of Statistics and will be updated when the new figures are published.	N/A	> 394 businesses

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

Action Code	Action Name	Comments	Progress	Status
4.4.1	Review and enhance the coordination of Business Concierge Services	With the Business Concierge role currently vacant, concierge services are begun being triaged and prioritised until recruitment is completed.	30%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
4.4.2	Implement the outcomes of the Better Planning Approvals Project	Implementation of outcomes from the Better Planning Approvals Project has been delayed by the upgrade to Council's corporate information system, which is scheduled to occur in March 2023.	25%	

Strategic Indicators

Name	Comments	Result	Target
Average processing time for goods on footpath permits	There were 19 new goods on footpath permits issued for the period 01/01/2022 - 30/06/2022 with an average of 9 days to action.	9 days	≤ 8 days
Average processing time trading permits	There were four new trading permits issued for the period 01/01/2022 - 30/06/2022 with an average of 5 days to action.	5 days	≤ 6 days
Average processing time for domestic animal business registrations	There were two new Domestic Animal Businesses permits issued for the period 01/01/22 – 30/06/22, with an average of 28 days to action. This was due to delays in applicants supplying required information and determining suitable times for an on-site inspection.	28 days	≤ 6 days

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Status
Major initiative 7	Implement the Tourism Events Action Plan 2022-26	A key initiative - the Pathways to Growth Program - has received seven applications for two program openings, with assessment and announcement of successful applicants to occur in quarter three, which is significant in the implementation of the Action Plan. Officers continued to provide ongoing input into the management and coordination of the new Gippsland Event Acquisition Fund. Additional funding was made available for the Community Grants Program in recognition of smaller community events, which are no longer being supported through the tourism events program. Implementation of the Action Plan has been slower than expected due to acquittal and reporting required for bushfire recovery and Austrade funded events, and the high demand for event permits locally.	30%	
4.5.1	Partner with relevant stakeholders to implement key actions of the Destination Management Plan	The Metung Hot Springs, a catalyst project within the Destination Management Plan, officially opened in quarter two. A new Business Resilience Development Officer role will be recruited focused on rural areas of East Gippsland. The role will include working with businesses in the Omeo district in preparation for economic recovery and growth opportunities arising from the Omeo Mountain Bike Park.	40%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
4.5.2	Undertake major projects that enhance the look and feel of our towns, improving the tourist experience and facilitating business investment including: - Buchan Streetscape and Activation Project; - Bruthen Streetscape and Activation Project; and - Mallacoota Streetscape Project.	Progress continued with major projects this quarter: - The Bruthen Streetscape contract was awarded. - Construction for the shared path at Buchan was awarded and works in Council-managed areas have commenced. Design of the Streetscape has been conducted and activation workshops were held to promote visitor accommodation. - Detailed design of the Mallacoota Streetscape is due to be completed in early 2023. A range of other town improvement projects were also advanced including design of the Jemmy Point lookout and trails and improvements to on-street parking in Cann River.	50%	
4.5.3	Upgrade the Bairnsdale Airport and work towards attracting a commercial air service to the region	Detailed design continued to be developed for upgrade works on the Bairnsdale Airport, with focus on the runway extension, to allow for tendering to occur. Bairnsdale Airport was nationally recognised as Small Airport of the Year, which will assist with future service attraction. Work has also commenced on the physical separation of the Field Day site from the Airside areas of the airport and a contract has been awarded to upgrade fuel services at the site.	50%	
4.5.4	Review Council's approach to the provision and management of caravan and camping facilities on Council managed land	Officers have received a final draft of the Caravan Park Management Model review. This review identified the best management model for each park while also providing strategic direction on how, or if, Council should continue managing caravan parks. A workshop with Councillors will be used to determine the strategic direction for the management of Council's caravan parks.	80%	

Strategic Indicators

Name	Comments	Result	Target
Number of tourism events held during the low and shoulder season periods	Events held; - East Gippsland Winter Festival; - Deep in the Weeds; - Twin Rivers Bream Classic; - Tennis Seniors Victoria National Ranking Tournament; - Round 4 Victoria Bream Classics Marlo;	Eight	> 50 events

Progress Indicator Legend

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

Name	Comments	Result	Target
	- Squash Victoria Country Individuals Championship; - Friends of the Mitta Give Back to the Mitta; and - Great East Rail Trail Ride		
Total visitation to East Gippsland (international, domestic and daytrip combined)	Visitation increased by 26%, to 1.4 million for the period October 2021 to September 2022 compared to the previous year, surpassing all previous records.	1.4 million <i>(for period 1 October 2021 – 30 September 2022)</i>	> 1.3 million
Tourism expenditure in East Gippsland	Tourism expenditure increased by 64.8% to \$638 million for the period October 2021 to September 2022 compared to the previous year. This was three times higher than any other local government area in Gippsland.	\$638 million <i>(for period 1 October 2021 – 30 September 2022)</i>	> \$360 million

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

Action Code	Action Name	Comments	Progress	Status
4.6.1	Explore export potential with local businesses who have globally competitive products	Engagement with local businesses with export potential occurred on an as-needed basis. Development of a specific program has been delayed while recruitment of key roles occurs.	15%	
4.6.2	Promote the shire as emerging leaders in sustainability and climate change adaptation	Council was represented on the Latrobe Valley Authority Innovation Working Group for Circular Economy and provided input into the Gippsland Regional Circular Economy Plan developed by Department of Environment, Land and Water Planning. Council promoted the announcement of a project to construct the Crooke Street Wetland, which will improve stormwater flow, remove of gross pollutants and reduce the levels of phosphorous and nitrogen discharged. Council Officers presented on Eco Destination Sustainability at the Australian Regional Tourism Network conference (Ballarat) and the Victorian Tourism Industry Council Forum (Melbourne).	50%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
4.6.3	Provide a voice for agriculture in Council's activities through the Agriculture Sector Advisory Committee	A farming rates subcommittee will provide input into Council rating system decisions for 2023/24. The Committee met to capture feedback on the Rural Land Use Strategy and provide guidance on the Farmer Survey 2021 results, for publishing early January 2023.	50%	

Strategic Indicators

Name	Comments	Result	Target
Number of jobs in the agriculture sector in East Gippsland	The data source is yet to be updated this year.	N/A	> 1,612 jobs
Value added by the agriculture sector in East Gippsland	The data source is yet to be updated this year.	N/A	> \$288,043,000

Progress Indicator Legend

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



National Emergency Services Medals were presented to about 60 East Gippsland Shire Council staff on 19 October 2022 as recognition of the important and sustained contribution made by staff to the response effort during the 2019-2020 Black Summer Bushfires.

5

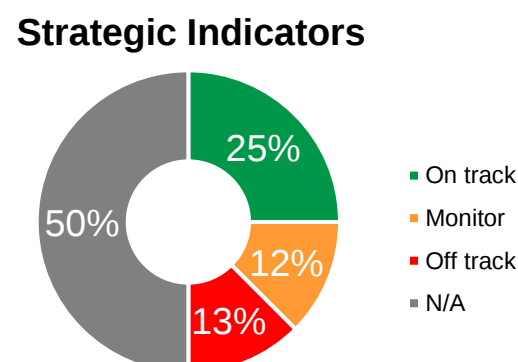
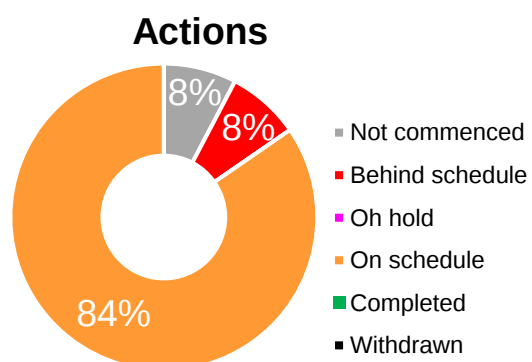
A transparent organisation that listens and delivers effective, engaging, and responsive services

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



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

Summary of performance



Council services provided

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

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

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

Action Code	Action Name	Comments	Progress	Status
Major initiative 8	Implement the Customer Experience Strategy. Key projects include; - Enhance systems and processes to increase resolution of customer enquiries and requests at first point; and - Streamlining customer response systems and processes	Implementation of this strategy was slowed due to delays to the upgrade of Council's corporate information system, which is scheduled to occur in March 2023. Work continued with business units to develop triage processes for customer response improvements and will rely on resource availability to progress further.	50%	

Strategic Indicators

Name	Comments	Result	Target
Community satisfaction with customer service	Quarterly surveys continued to be conducted with the community, with the results to be released later in the year.	-	≥ Large Rural Council average

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

Action Code	Action Name	Comments	Progress	Status
5.2.1	Participate in One Gippsland advocacy activities	Following the two One Gippsland meetings last quarter, there were no further meetings. The last meeting involved input from Council on the region's Health Priority Projects.	50%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
5.2.2	Deliver an advocacy program that focuses on Council's priorities. Key priorities include: • Seek homelessness funding allocation through 'Big Housing Build'; • Seek commitment for support to bushfire recovery services at least until year five; • Seek commitment to telecommunications infrastructure upgrades; • Seek funding programs to implement a net zero emissions target; and • Seek funding and support for management of remnant vegetation and weeds on Council managed reserves and road reserves	Council's advocacy this quarter has secured grant funding for key priorities: • Delivery of wellbeing and rebuilding support services to support an extended bushfire recovery program through the Recovery and Resilience grant. • Delivery of the roadside weed and pest program through environmental works in Mallacoota, including a focus on the foreshore area, and along the Mitchell River in Bairnsdale. • Continued delivery of four new Electric Vehicle charging stations, replacement of sports lighting and street lighting with LED lights through the Local Roads and Community Infrastructure program. Council was advised late in the quarter that the funding application to implement a Climate risk identification and mitigation program (based on Mallacoota trial with CSIRO) had been unsuccessful.	50%	

Strategic Indicators

Name	Comments	Result	Target
Community satisfaction with advocacy (lobbying on behalf of the community)	Quarterly surveys continued to be conducted with the community, with the results to be released later in the year.	-	≥ Large Rural Council average

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	Status
5.3.1	Build Council's capacity to deliver consistent and effective community engagement, and embed use of the Community Engagement Toolkit	An initial project outline has been developed. Further work will be conducted in 2023, with dedicated external or internal project resourcing to be defined. In addition, community engagement capacity to support infrastructure projects is being increased (pending recruitment).	0%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
5.3.2	Strengthen how council's Place Manager model can support ongoing community engagement in remote areas of the municipality	With the Place Manager model review complete, planning for implementation is underway - acknowledging the need to progress both bushfire recovery related support while simultaneously establishing the ongoing place manager function. A proposal is in place to recruit to the ongoing Place Manager positions to commence implementation of the strengthened, new Place Manager model. It is envisioned that Omeo District, Far East (Mallacoota and Cann Valley) and the Orbost District (inclusive of Buchan/Errinundra to Snowy districts) will be the focus of the new resources. Some delays have been experienced in progressing this due to resourcing constraints and recruitment timeframes.	40%	
5.3.3	Conduct strong and effective community engagement for all major strategies and projects	Community engagement continued for all major strategies and projects: • Feedback on the Housing and Settlement Strategy and Rural Land Use Strategy via forms on the Council's YourSay website. • The Marine Parade Upgrade conducted community consultation via feedback survey. • Community feedback on the Culture and Creativity Strategy continued with an online survey. • The Buchan Streetscape project conducted community consultation in via online feedback forms and consultation sessions at the Buchan Hotel and CFA Building.	50%	

Strategic Indicators

Name	Comments	Result	Target
Community satisfaction with community consultation and engagement	Quarterly surveys continued to be conducted with the community, with the results to be released later in the year.	-	≥ Large Rural Council average
Community satisfaction with making community decisions	Quarterly surveys continued to be conducted with the community, with the results to be released later in the year.	-	≥ Large Rural Council average
Community satisfaction with informing the community	Quarterly surveys continued to be conducted with the community, with the results to be released later in the 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	Status
5.4.1	Undertake service reviews for priority services and implement recommendations	The Service Review for Service Centres and Libraries was presented to Council at a meeting held on 8 November 2022, where Council resolved several recommendations. This service review is now completed and will form part of the operational model.	35%	
5.4.2	Fit for purpose technology is explored, implemented and used to generate productivity and efficiency gains across the organisation. Key projects include: - Replace Rates, Property, Planning and Customer Request Management system; - Improve datacentre capability through reduced infrastructure footprint; and - Replace electronic records management system (multi-year project)	Council is making good progress on the implementation of new technologies: Civica implementation (New Property, Rates, Planning and Customer Request Management) - The planning and configuration for final User Acceptance Testing is in progress and scheduled for February 2023. Datacentre consolidation (in collaboration with Wellington Shire Council) is scheduled for finalisation in early February 2023. New Electronic Document and Records Management Solution (in collaboration with Wellington Shire Council) – Council has completed tender procurement and will award contracts in February 2023.	45%	

Strategic Indicators

Name	Comments	Result	Target
Number of service reviews undertaken	There are two formal service reviews underway. The service review for the Service Centres and Libraries has now been completed.	1	2 reviews
Permanent workforce has access to mobile technology	Up to 90% of full-time staff and key council positions (90% of full time EFT staff) now have access to mobile technology (laptop, tablet or mobile phone devices).	90%	> 70%

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	Status
5.5.1	Manage resources in accordance with Council's 10-year Financial Plan and asset management plans	The 10 Year Financial Plan and the Asset Management Plans form the basis of future decisions to ensure resources are managed in accordance with those plan and ongoing financial sustainability.	50%	
5.5.2	Advocate to funding bodies to attract external and partner funding for high priority needs	Funding has been sought for a range of projects and activities this quarter: • Additional funding for several road and streetscape projects through application to the Commonwealth Department of Industry. • Works in Bruthen and Nowa Nowa, funded by the Department of Transport. • Application to the State Government with regards to works for the Bogong High Plains Road. • Additional funding for bushfire recovery in the region, such as \$5.3 million through the Council Support Fund, \$7.1 million through Recovery and Resilience Grants and \$1.2 million through Community Recovery Committee - Local Government Area Grants. • New indoor sporting facility for Lakes Entrance as part of the State Government's election commitment for high priority projects. • Upgrades for the Sarsfield and Ensay Recreation Reserves.	50%	

Strategic Indicators

Name	Comments	Result	Target
Victorian Auditor-General's Office assessment of Council's overall Financial Sustainability is low risk	The Victorian Auditor-General's Office no longer provide an individual report to Council, instead they provide a sector-wide report and the result for East Gippsland Shire Council is combined with other large rural Councils.	-	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

Action Code	Action Name	Comments	Progress	Status
Major initiative 9	Review and redevelop the organisation's Occupational Health and Safety Management System	The evaluation panel has selected a consultant for the review and development of the Occupational Health and Safety Management System. The consultant commenced reviewing current documents and designing of the new system. Engagement of stakeholders within the organisation is scheduled to occur in the next quarter. A new procedure for Contractor Management has been developed, with stakeholder consultation to continue in the next quarter.	45%	
5.6.1	Implement the Workforce Plan 2021-25. Key actions include: - Review attraction and retention strategies; - Deliver structured leadership development training; and - Create succession plans for key roles	A discussion paper continued to be developed and is scheduled for review in February 2023, with regards to attraction and retention strategies. Leadership development training continued to be developed in consultation with Wellington Shire Council. The Leadership capabilities will be mapped to the East Gippsland Shire Councils existing values.	30%	
5.6.2	Deliver actions from the Gender Equality Action Plan. Key actions for include: - Update employee diverse data collection systems; and - Implement a safe and inclusive workplace training framework	While implementation has been impacted by staff shortages, significant work has been conducted to progress the Action Plan. Achievements include: - Data collection processes have been made more inclusive of gender diversity. - Consolidation and release of information relating to Gender Equality, Diversity and Inclusion within the organisation. - Representation of East Gippsland Shire Council's Gender Equality Working Group in the Staff Consultative Committee has been achieved. - Training for Contact Officers and Sexual Harassment training has been scheduled for 2023.	30%	

Strategic Indicators

Name	Comments	Result	Target
The percentage of actions implemented from the Workforce Plan 2021-25	Actions are progressing on schedule for 80% by the end of the financial year.	0	≥ 80%

Progress Indicator Legend

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

Name	Comments	Result	Target
Unplanned annual staff turnover rate	The unplanned staff turnover for the period was below the quarterly target of 3%, and the result is on track to be below the annual target.	2.61%	≤ 12% annually

Progress Indicator Legend

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

Contact us

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Mallacoota: 70 Maurice Avenue

Omeo: 179 Day Avenue

Orbost: 1 Ruskin Street

Paynesville: 55 The Esplanade

Outreach Centres

Bendoc Outreach Centre - 18 Dowling Street

Buchan Resource Centre - 6 Centre Road

Cann River Community Centre - Princes Highway