



Council Plan Progress Report

Period ending 31 December 2024

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Front cover image

Tim Bull MP, Mayor Cr John White, Cr Tom Crook, Cr Jodie Ashworth and CEO Fiona Weigall celebrating the opening of the upgraded Forest Park in Orbost.

Acknowledgement of Country

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

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

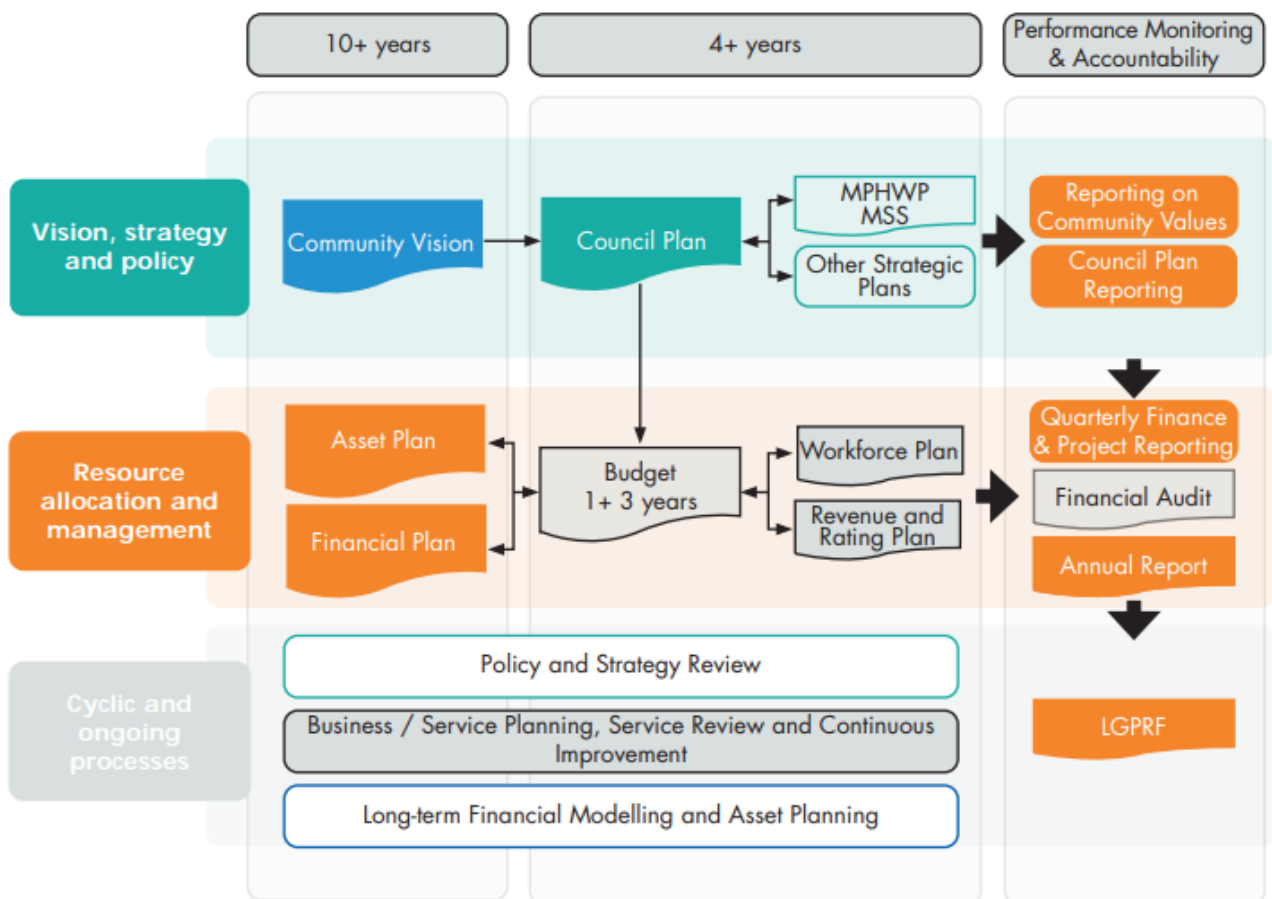
Our Vision

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

Our Strategic Planning Framework

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

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



Terminology:

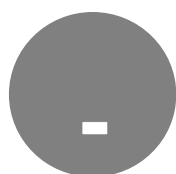
- MPHWP = Municipal Public Health and Wellbeing Plan
- MSS = Municipal Strategic Statement
- LGPRF = Local Government Performance Reporting Framework

Major Initiatives

Status of major initiatives

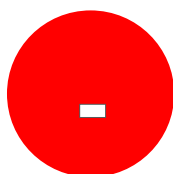
Council identified eight major initiatives for 2024-25. Major initiatives are high priority activities from the Council Plan that will require substantial time and resources to deliver.

Overall progress against these initiatives is summarised below.



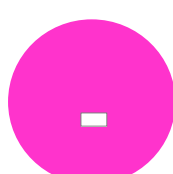
Not commenced

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



Behind schedule

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



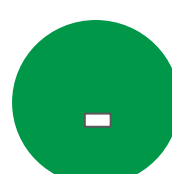
On hold

Progress has been placed on hold.



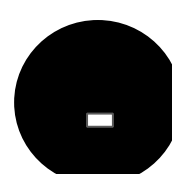
On schedule

Progress is on schedule



Completed

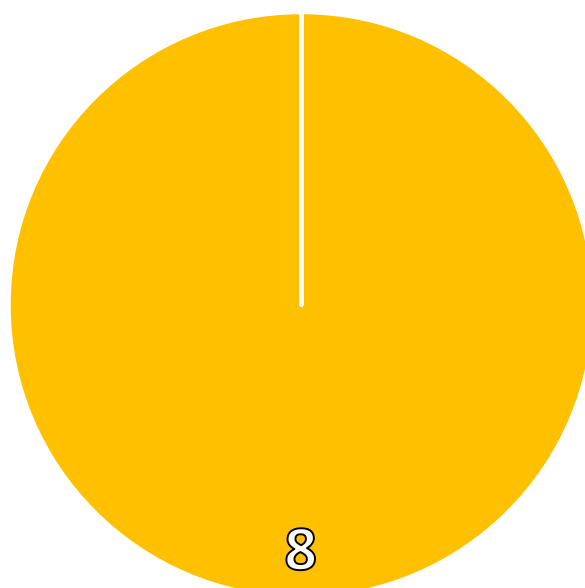
Activity or project is fully completed



Withdrawn

Activity is no longer a focus and has been withdrawn.

Major initiatives



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



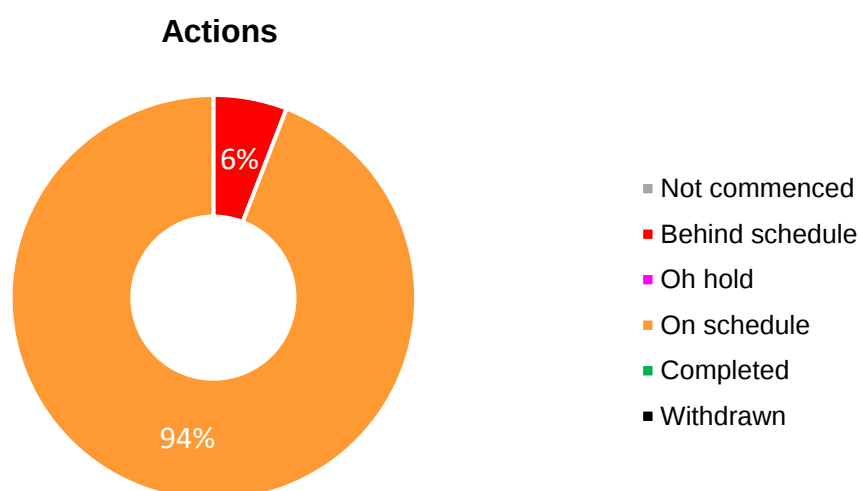
Council Officers attending Cultural Awareness Training, to deepen their understanding of First Nations Peoples history.

1 An inclusive and caring community that respects and celebrates diversity

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

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

Summary of performance



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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.1.1	Implement Gender Impact Assessments for all new projects that have a significant impact upon the community to ensure consideration for gender equity, access and inclusion, socio-economic, and age demographics.	Gender Impact Assessments have been renamed Equity Impact Assessments (EIA) to focus on all forms of inequality. We've made good progress with the EIA process, including developing a training plan and an online toolkit. This quarter, we've started creating EIAs for the Council Plan, Customer Response Policy, and Asset Management Policy.	50%	
1.1.2	Engage with the local community groups to identify culturally sensitive programming and service opportunities.	Officers took part in cultural awareness training this quarter, which has sparked discussions on creating new health and wellness programs for First Nations people.	30%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Community satisfaction with accessibility to Council facilities	Accessibility audits planned on Council facilities will occur in last half of 2024/25	40%	Baseline to be confirmed
Number of community facilities and infrastructure upgraded to improve accessibility	Forest Park Orbost upgrades completed this quarter, providing a new accessible toilet building with baby change facilities, in addition to associated access improvements, new paths and increased parking.	5	≥ 10
Utilisation of aquatic facilities	Utilisation at the BARC saw a slight decrease for the quarter, with many memberships being paused by members during the holidays. Utilisation at the Aquadome saw slight increase during the quarter, this could be due to the reviewed opening hours of the Orbost outdoor pool.	5.08	≥ 10

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.2.1	Identify opportunities to support cultural and creative practitioners to develop their professional skills within the region.	Council has identified opportunities to support cultural and creative practitioners through the development of a Producer Training Program aimed at mentoring local producers to organise top-tier arts and cultural projects in East Gippsland. Expressions of Interest for participation in the program opened this quarter. A local playwright received support from the Council, including theatre hire and technical assistance, for a play set to be showcased at the Homebrewed event on Saturday, February 1	50%	
1.2.2	Support the development and activation of public spaces to provide opportunities for the community to present cultural works.	Council has planned and started delivering a series of 11 school holiday performances at 8 venues across East Gippsland. Performances like 'Fritz', 'the Listies', and 'In Common' are touring the region throughout January, offering cultural experiences to the community.	65%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Number of cultural and creativity focused organisations / individuals funded through Council's community grants program	No Council grants program was released this quarter and no further culture and creativity grants have been awarded.	5	≥ 9

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.3.1	Recognise volunteer contributions across the region through the delivery of the Annual Australia Day Awards, National Volunteer Week programs and other volunteer initiatives and programs.	Events focused on volunteer recognition are planned for quarters 3 and 4, including Australia Day and National Volunteer Week. Significant planning for the Australia Day Awards took place in during the quarter. There was also an event celebrating volunteers—at the opening of the WORLD Sporting Precinct, which highlighted the role of volunteers in hockey and netball over the years. Additionally, the 30-year anniversary of the shire amalgamation in December informally celebrated former and current councillors.	25%	
1.3.2	Support community Committees of Management to oversee the operation of a range of council facilities.	Annual allocations were rolled out during the quarter, and further discussions have taken place with committees about asset improvements across the shire. A new draft Annual Allocation Policy has been completed and will be presented to Council in quarter three.	40%	
1.3.3	Harness the benefits of volunteering and the availability of volunteering opportunities across the shire including targeted opportunities to increase youth engagement.	Youth Ambassadors are now working with the Sustainability and Climate Change team to lead events for World Wetlands Day and National Tree Planting Day. Place Facilitators have been attending volunteer meetings across Omeo, Cann Valley, Orbost, Errinundra to Snowy, and Mallacoota Districts, ensuring outcomes align with the appropriate areas of Council. There's also significant work with Timber Transition volunteers in Swifts Creek, Nowa Nowa, and Orbost, linking with key stakeholders and experts.	50%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.3.4	Support community-led emergency relief centre volunteers and continue to build volunteer capacity.	Training and exercises with community volunteers are ongoing, with pre-season checks and updates to procedures and plans. In December, the Omeo Community-led Emergency Relief Centre volunteers, supported by Council's Emergency Management Team, gathered to check equipment and review procedures in preparation for the summer season.	70%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Community group satisfaction with Council support	Data collection for this KPI is obtained from the annual allocation survey. The survey has been distributed with information still being returned from Committees of Management.	No Data	Baseline Developed
Number of events held that recognise and support volunteers	Events focused on volunteer recognition are planned for quarters 3 and 4, including Australia Day and National Volunteer Week.	0	≥ 4

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.4.1	Review the Ageing Well in East Gippsland - Age Friendly Communities Strategy 2017-2030 and implement key actions to support the region's aging population.	Behind schedule - now planned to Commence in quarter three.	5%	
1.4.2	Collaborate with key stakeholders to deliver on the actions of the Well place for Wellbeing Plan 2021-25.	Collaboration continued during the quarter, with a range of activities including: - Delivering the Orbost Food Initiative in partnership with Gippsland Region Public Health Unit, Orbost Regional Health, and others. - Steering the VicHealth Vaping Grant Project with councils across the region. - Organising the 16 Days of Activism in East Gippsland, supported by the East Gippsland Partners in Violence Prevention. - Hosting the Partnerships for Mental Health and Wellbeing Support East Gippsland Network Event. - Planning the "Just a Farmer" Community Event in Benambra. - Launching the Systems Thinking Project on homelessness causes with Deakin University and Uniting. - Moving forward with the Errinundra to Snowy Service Equity Project with Orbost Regional Health. - Working on the Whole of Workforce Collaboration for Rural Health East Gippsland with Monash Rural School of Health.	50%	
1.4.3	Work with key service providers and government to increase the resilience of telecommunications infrastructure during disasters, improve the quality and extent of coverage to support regional living and provide equitable access to services and digital technologies.	Meetings were held in September 2024 with Ausnet, NBNCo, and Telstra to inform the East Gippsland Municipal Emergency Management Plan. The Emergency Management Team continues to work with NBNCo on the STAND (Strengthening Telecommunications Against Natural Disasters) system to ensure ongoing communication support in remote communities. This issue has been raised with Senator Sheldon (Special Envoy for Disaster Recovery) for continued funding. Draft submissions for Round 8 of the Mobile Black Spot program are expected in early 2025.	50%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.4.4	Encourage health and wellbeing through the delivery of recreation services, including the allied health service program	The allied health service program at the Recreation Centres continued as scheduled, with no changes to regular programming.	40%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Number of referrals to Council's recreation centres through an allied health service program delivery.	The method of capturing this data is under review to ensure the accuracy of the number of referrals.	3	≥ 800

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
Major Initiative One	Develop engagement and collaboration agreements to build sustainable and beneficial relationships with Aboriginal organisation and communities.	Council supported 7 Community Emergency Management Plans with Traditional Owner Corporations, Cooperatives, Councils, and organisations through Black Summer Recovery funding. This allowed Aboriginal groups to present their final plans to Council, marking a significant step in strengthening relationships across East Gippsland, both with Council and in advocating for the community to emergency service organisations. Council has continued to work with and partner with Aboriginal companies and organisation to further their economic aspirations and deliver projects such as the Krauatungalung Walk, Lakes Entrance Foreshore Park and Hoddinott Reserve Playground.	50%	
1.5.2	Collaborate with Traditional Owners to ensure cultural heritage values are integrated into infrastructure planning and design.	Officers have worked with the Lake Tyers Trust on the Rules Road widening project, with a contractor engaged to deliver the works. This project will be completed before replacing the group's iconic boomerang at the Trust entrance. Ongoing communication with Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) continues to explore opportunities for collaboration, with GLaWAC engaged in delivering the Hoddinott Reserve play space project. Council is also partnering with GLaWAC in the delivery of the Krauatungalung Walk.	50%	
1.5.3	Introduce cultural awareness training to enhance knowledge of Aboriginal Culture across our organisation.	The cultural awareness program, delivered by GLaWAC, began in October 2024 to help staff understand Aboriginal culture and history. To date, 75 staff members have attended, and the rollout will continue until all staff have had the opportunity to participate.	50%	
1.5.4	Embed a culture of safety and inclusivity into our internal processes to deepen our connections with Aboriginal Communities.	The Aboriginal and Cultural Awareness Program has been rolled out across several Council business units, with a 30-minute online course to increase staff awareness and promote an inclusive, culturally sensitive workplace. This initiative is supported by ongoing discussions as part of the development of the Reconciliation Action Plan (RAP). There has been strong interest in the RAP working group, with 15 members, including 4 external members.	50%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	YTD Actual	Target
Number of projects and service reviews that have included formal engagement with traditional owners	A total of 36 Cultural Heritage Assessments have been completed this financial year. Council maintained active engagement with Traditional Owners, particularly on the Krauatungalung Walk Stage 1 art installations. Collaborative efforts continued on the Jemmy's Point Interpretative Signage, and Tourism Kiosk Signage, with Indigenous partners participating in Project Reference Groups. This included the Coastal and Marine Management Plan, with GLaWAC stakeholders making significant contributions throughout the project. GLaWAC has been engaged to deliver the Hoddinott Reserve playground project.	36	≥ 10
Percentage of Council directorate representation on Reconciliation Action Plan working group	Council sort expression of interests to join the Reconciliation Action Plan Working Group.	44%	= 100%
Percentage of staff who have participated in culture awareness training in the past 24-months	Data for this indicator is calculated annually, and an update will be provided at the end of the financial year.	-	= 100%

Progress Indicator Legend

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

1.6: Council is culturally and linguistically inclusive and celebrates diversity

Action Code	Action Name	Comments	Progress	Traffic Lights
1.6.1	Promote Council programs that support cultural and linguistic diversity and continue to embed diversity and inclusion in Council events and programs.	Increasing diversity remains a focus for the Culture and Creativity and Youth Programs, with the January to June program featuring 9 out of 26 shows by artists who identify as LGBTQIA+, biPOC, CALD, people with disabilities, or First Nations. These shows were showcased in the "Create" program guide for The Forge Theatre	50%	

Strategic Indicators

Name	Comments	YTD Actual	Target
The number of multicultural initiatives supported by Council	Planning for a number multicultural of initiatives with planning to commence in quarter 3 and 4	2	≥ 10

Progress Indicator Legend

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



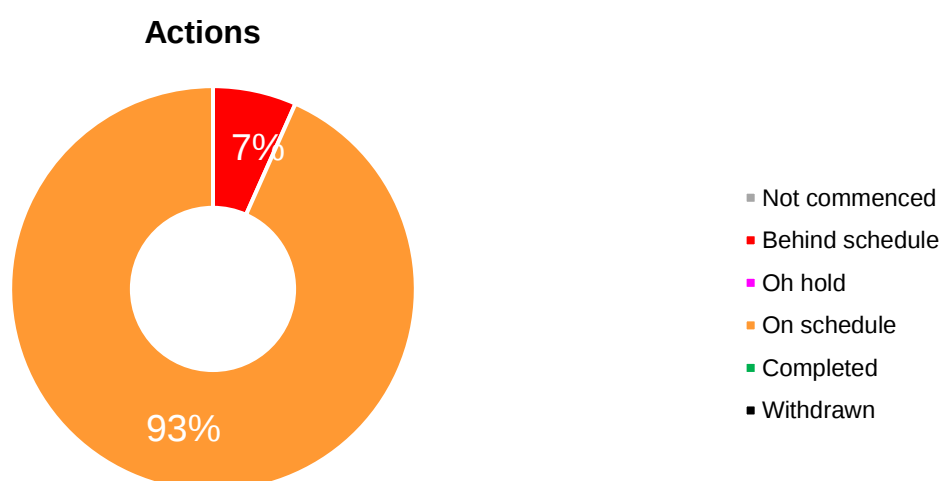
Celebrations of the opening of Stage One of the Omeo Mountain Bike Trails were well attended in December.

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

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

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

Summary of performance



Council services provided

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

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

Capital Works and Major Projects update

Livingston Park Omeo	Lakes Entrance Foreshore Park
 The project will include flood disaster risk mitigation actions, along with ongoing protection and management of both cultural and environmental assets such as Livingston Creek, which is the major focal point of the park. The mitigation works will ensure the 24-hectare centerpiece of Omeo will continue to provide a public space where the community can come together, recreate and improve community well-being and resilience. Council awarded a contract for these works on Tuesday 17 December 2024, with work scheduled to begin in February 2025. Works include: • rock chutes, • a rock crossing, and • extensive new plantings.	 The playground, near the footbridge on the Esplanade in Lakes Entrance is now complete and open for all to enjoy. The design focused on universally accessible equipment and the park is an area where young people of all abilities can play and relax in a safe, enjoyable, and challenging environment that inspires creativity and encourages physical activity. This park is a fantastic spot for everyone to enjoy, thanks to water play, nature play, and inclusive design features.

Omeo Mountain Bike Trail



The nationally significant mountain bike project located at the base of Sam Hill (Mt Sam) is well under way. Funded by all three levels of Government the trail network will provide approximately 100km of trail suitable for beginner, intermediate and advanced riders with a combination of cross country, challenging climbs and jump runs for those who love some airtime.

Stage One trails are officially open. At a ceremony held at Livingstone Park on Friday 6 December 2024, community members, mountain bike enthusiasts and dignitaries came together to celebrate the project, which is already establishing Omeo as a nationally significant mountain biking destination.

Stage 1 of the project includes 50km of professionally designed trails catering to riders of all abilities, as well as state-of-the-art facilities at the Livingstone Park trailhead, including showers, changerooms, a bike wash, trail maps, skills park and a pump track, offering a functional and inviting space for riders to gather and prepare for an adventure.

Bairnsdale Air Ambulance Facility



The construction of a Patient Transfer Facility for Air Ambulance Victoria was highlighted as a priority in the Bairnsdale Airport Masterplan 2020.

Bairnsdale Aerodrome handles the highest number of fixed wing aeromedical retrievals by Air Ambulance Victoria (AAV) in regional Victoria, with aircraft visiting Bairnsdale as often as two to three times a day for patient transfers.

This project is funded by Australian Government through the Department of Industry, Science and Resources - Regional Airports Program Round 3.

Works are progressing well with the carpark drainage works and the building slab now complete. The pavement and kerb for the Aircraft hardstand is also under construction and progressing well.

Swifts Creek Recreation Reserve	Marine Parade Lakes Entrance
 Like many rural communities, sport and recreation plays a critical role in bringing our community together and helps maintain their physical and mental health wellness. The Swifts Creek Recreation Reserve Committee of Management knows that the recreation reserve is a critical asset for Swifts Creek and surrounding communities in keeping people of all ages and abilities socially and physically connected. Funded by the State Government through the Local Economic Grants Program we are pleased to report the playing courts now complete, and we are swiftly moving onto the construction of the Pavilion. Our local contractor, Design Co Builders, are progressing well with the construction of the new pavilion. Demolition of the old facility is complete, and the slab for the new building was poured just before Christmas. The local committee of management have been selecting the colours for the final finishes. We look forward to seeing this project reach completion by the end of the financial year.	 Council secured funding through the Australian Government for the upgrade and redevelopment of Marine Parade in Lakes Entrance. The project area extends from the entry roundabout at Marine Parade and the Princes Highway along to the Barks Avenue intersection. The project aims to achieve traffic calming measures, improve pedestrian safety and improve on-road parking safety. Raised pedestrian crossings, asphalted road, concrete footpaths and line marking of off road parking spaces was complete in time for the Christmas break. Council has secured funds to upgrade the intersection of Barks Ave and Marine Parade. Construction is scheduled for early in 25/26.

Myer Street Lakes Entrance



Safety improvements are nearing completion and will focus on Myer Street and service roads between Roadknight Street and Coates Road, including Lambert Street in Lakes Entrance.

Kerb and channel have been constructed to improve drainage and additional footpath crossings will improve pedestrian safety. The service roads are being formalised with dedicated entry and exit points between the service roads and Myer Street.

Works will be complete before school recommences in late January.

Crooke Street Wetlands Bairnsdale



The project to create a wetland at Crooke Street and install gross pollutant traps in Hoddinott Street Reserve in East Bairnsdale to better regulate stormwater, eliminate gross waste and suspended sediments to reduce nutrient flows into Jones Bay is nearing completion. The project has broad stakeholder support and has been developed and co-funded with assistance from a range of partner agencies.

The Crooke Street wetland has been designed to achieve multiple environmental outcomes including:

- 100% removal of gross pollutants, this includes litter.
- 100% suspended solids.
- 81% of current phosphorus.
- 33% of current nitrogen

The majority of the project has been completed, with only the planting work remaining. This is scheduled to begin and be completed in March, as it is the optimal time for planting compared to the summer months.

Krauatungalung Walk, Lakes Entrance



Krauatungalung Walk Stage-1 commenced in 2023 with the installation of an Indigenous Garden representing the five Gunaikurnai clans and a beautiful seat starring Gunaikurnai creators Borun the pelican and Tuk the Musk duck, to enhance the cultural experience for all.

Partnering with the Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) underscores the commitment to engage and listen deeply to Gunaikurnai Traditional Owners. GLaWAC will design and install cultural art pieces, ensuring the project remains deeply rooted in cultural heritage.

The boardwalk on the southern side of Cunningham Arm from the Surf Club to the sand spit is now complete. 150 metres in length, this exciting project encompasses the Water Sports Pavilion which was also delivered by council.

Some artwork and Aboriginal interpretation is yet to be completed as part of Stage 1.

Design for the remaining stages is underway, with Stage 2, on the Northern side from Eastern Beach to the existing concrete footpath set to commence construction in 25/26.

A formal celebration ceremony will be held on Saturday 1 February.

Mallacoota Streetscape



Mallacoota's Maurice Avenue, in the town center, is getting a major makeover.

Council is upgrading the streetscape of Mallacoota to improve the functionality, aesthetics and operation of Maurice Avenue as identified in the Mallacoota Structure Plan 2007 and Masterplan. It is also being upgraded as identified by the Mallacoota and District Recovery Association (MADRA) to play a key role in the Disaster Recovery Plan and contribute majorly to commercial and tourist activities. The budget for this project is being provided through contributions from the Australian Government's Regional Recovery Program and East Gippsland Shire Council.

This project has reached the halfway point, with the western side of the street complete. Our contractors have demobilised during the busy festive season but will be back onsite in the new year to complete the works.

Locals have enjoyed decorating the new railings with festive touches.

Slip Road Maritime Precinct, Paynesville



Following a comprehensive review stemming from unforeseen lakebed conditions, Council completed a design update for the Slip Road project.

The updated project design aims to ensure the long-term durability of the waterfront structures and addresses the geotechnical review and will ensure that the water-based infrastructure is stable and durable.

Progress to date:

Southern Slip Road Seawall: Installation of concrete panels has now commenced for the southern section of the seawall.

Northern Slip Road Seawall: Pile driving activities will continue over the coming months for the northern section. Following completion of this work, concrete panels will be installed.

Floating pontoons: The design phase for the floating pontoons is nearing completion, and we anticipate offsite prefabrication starting in February 2025.

Boat Ramp and Service Jetty: Construction is scheduled to begin in March 2025.

Buchan Recreation Reserve



East Gippsland Shire Council, with the support of State and Australian Government, and Community funding, is investing in the development of the Buchan Recreational Reserve Master Plan.

Sport and recreation play a vital role in bringing the local community together and this investment in the Buchan Recreational Reserve reflects Council's strategic vision to recognise that an active and connected community is better placed to build resilience and recover following the difficulties experienced by small communities, like Buchan, during times of natural disaster events.

The Buchan Recreation Reserve is a large community open space reserve located within the village precinct of Buchan and adjacent to the beautiful Buchan River. The reserve provides the local community with a critical staging and refuge facility during natural disaster events and is a well-used local sports ground and community hall facility, being home to four local sporting clubs – pony, netball, tennis, football, and cricket.

Upgrades to the Buchan Recreation Reserve are now in full swing.

Netball Tennis Courts

- The base of the court is under construction.
- The perimeter fence posts and the concrete pathways beside the netball court have been installed.
- The steel reinforcement cages for the light poles have been delivered.
- SP Ausnet have provided a design for the power upgrade in the street. SP Ausnet works are to be scheduled April 2025.

Pavilion

- Set out of the new pavilion works has taken place with the builder excavating and pouring more than 50% of the building's footings

Orbost Forest Park



The Forest Park Orbost upgrade has transformed and modernised Orbost's leading passive recreation area and visitor rest stop. This project aims to boost local tourism by creating an attractive destination for travellers along the Princes Highway while also offering a welcoming space for community members of all ages to gather, connect, and enjoy the scenic surroundings and upgraded facilities.

The upgrade is expected to play a vital role in helping the Orbost community recover from the 'Black Summer' fires, which came on the heels of three years of drought and the announcement of the region's native timber industry closure.

Funding for the project was provided by the Council and the Department of Infrastructure, Transport, Regional Development, and Communications through the Regional Recovery Partnerships program.

The playground was officially opened on 29 November 2024, with local schoolchildren celebrating with a teddy bears' picnic. The new facilities include:

- Modern play equipment
- A new toilet block
- A BBQ shelter with new BBQs and seating
- Additional parking for long vehicles

Sarsfield Recreation Reserve



The Recreation Reserve in Sarsfield will be upgraded. The almost sixty-year-old hall will be replaced with a multipurpose community centre and upgraded public toilet facilities.

Funding for this project is provided by the Australian Government through the Department of Infrastructure, Transport, Regional Development, Communications, and the Arts.

Working closely with the community we have now completed the detailed design phase. An application for a planning permit has been lodged, and early in the new year we will tender for construction. This project is on track for completion by end of 2025.

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

Action Code	Action Name	Comments	Progress	Traffic Lights
2.1.1 - Major Initiative Two	Initiate and progress Planning Scheme Amendments including the Municipal Planning Strategy, Planning Policy Framework, Housing and Settlement Strategy, Rural Land Use Strategy and the Paynesville Growth Area Structure Plan.	Amendments C169 and C170 are currently undergoing formal public notification. Amendments C171 and C172 are scheduled for advertisement following a Council Briefing in quarter 3.	50%	
2.1.2	Finalise and commence delivery of the actions of the Coastal and Marine Management Plan.	The draft Coastal and Marine Management Plan is being edited based on community feedback. Further engagement and briefing of Council is scheduled for quarter three early in 2025.	50%	
2.1.3	Implement the year one actions of the Public Open Space Strategy.	While the Public Open Space Strategy is still in draft, several key actions are underway. These include planning the design and siting of the public toilet at Dejarlais Park, initiating community engagement, and holding a workshop at Newlands Arm Community Centre to gather feedback. Additionally, a music system has been installed in Nicholson Street Mall, and Scouts Victoria has begun using the Eagle Point Recreation Reserve following finalised license arrangements.	50%	
2.1.4	Deliver actions from key growth area plans including Lakes Entrance Northern Growth Area and Paynesville Growth Area Structure Plan.	The review of the Lakes Entrance Northern Growth Area Development Plan is progressing, with consultations involving key agencies and landowners. Implementation of the Paynesville Growth Area Structure Plan is underway through the Planning Scheme Amendment, which is now open for public notification. Discussions have also started with landowners on preparing a Development Plan. The review of infrastructure requirements for the East Bairnsdale/Lucknow growth area is pending, awaiting State Government funding.	50%	
2.1.5	Finalise the 'Bairnsdale 2050' Project and seek Council endorsement.	The project was placed on hold during the election period, but an internal review of the draft strategic directions has begun. The project will be re-set and moved forward in quarter 3.	30%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	YTD Actual	Target
Completion of 2024-25 milestones for the Public Open Space Strategy	The Draft Public Open Space Strategy was presented to Council briefing with recommendations for improvements made. These have been worked through with the Draft to be presented to Council at an appropriate time.	50%	≥ 90%
Council planning decisions upheld at VCAT	Appeal outcomes - 1 varied and 2 set aside.	50%	100%
Planning applications decided within required time frames	Officers continue to receive weekly progress reports to track progress on current applications and continue to work on timeframes.	49.84%	≥ 40%
Time taken to decide planning applications	Delegation of complex applications to appropriate officers have contributed to this improvement.	68.25 days	≤ 110 days
Community satisfaction with building and planning	Data for this indicator is calculated annually, and an update will be provided at the end of the financial year.	-	≥ Large Rural Council average

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
2.2.1	Improve the management of Council's assets, by enhancing data accuracy within the Asset Management Framework system	The draft process maps for Capital Works Handover, Contributed Assets Handover, and Maintenance Data Handover are delayed due to competing priorities. Focus will shift to finalising and implementing these improvements in quarters 3 and 4.	45%	
2.2.2	Set and implement service standards for the maintenance of key asset classes.	Asset Management Plans have been finalised for six key asset groups: Roads, Drainage, Bridges, Waste, Buildings, and Open Spaces. The Road Management Plan (RMP) review is scheduled for quarter 3, which will set service standards for road maintenance. Service standards for other assets will be included in service planning by mid-2025.	50%	
2.2.3	Deliver the WORLD Sporting Precinct, Omeo Mountain Bike Trails and Bairnsdale Airport Terminal (Air Ambulance Facility) projects.	The Omeo Mountain Bike Trails now total 85 km, with 56.8 km handed over to the Council and 50 km operational. Stages 1 and 2 are expected to open by March 2025, with cost and contractual requirements for Stage 1 being finalized. Work on the WORLD Sporting Precinct continues, with the soccer facility and pavilion's detailed design ongoing. A second quantity surveyor is reviewing the revised plans, and the EPBC process continues with additional information requested. Construction of the Bairnsdale Airport Terminal, including the Air Ambulance Facility and Air Ambulance Victoria Patient Transfer Station, is progressing. The structure slab is complete, underground drainage is nearly finished, and initial work on the Apron has begun. The AAV facility structure is set to begin soon, with the project on track for completion by April 2025	30%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
2.2.4	Maintain Council's roads, footpaths, and other infrastructure to provide safe and suitable physical connectivity for all communities.	Sealed Roads: 1276.25 km of Council's road network are within intervention levels, with 53.22 km outside intervention levels, representing a 96% compliance rate against the 95% target. Footpaths: 279 km of the council managed footpath network is within intervention levels, with 7 km outside intervention levels, achieving a 97.6% compliance rate against the 95% target.	50%	
2.2.5	Implement the key actions of the Road Safety Strategy.	Year One of the Road Safety Strategy is on track. Key actions completed include: • TAC and DTP Funding: Over \$2 million secured for intersection upgrades and pedestrian crossing construction through the Safe Local Roads and Streets Program. • Hoon Treatment: Positive results from the hoon treatment applied at Eagle Point Lookout, significantly reducing hooning behaviour. • Road Safety Groups: Quarterly meetings with community members, local police, and Department of Transport and Planning representatives have led to speed corrections, road environment improvements, and strong community engagement.	50%	
2.2.6	Commence detail designs for capital projects that have been identified as priority projects for future years, including the Lakes Entrance Indoor Sports Facility, Benambra Streetscape and the West Bairnsdale Recreation Reserve.	Lakes Entrance Indoor Sports Facility: Tender evaluation for design services is complete, and Council will review the findings in Q3, moving the project closer to the design phase. West Bairnsdale Recreation Reserve: Conceptual work will begin after the masterplan approval, aligning with the vision for the reserve. Benambra Streetscape: Community engagement has been completed, and further analysis is required to determine the budget allocation for a new public toilet, which may impact project timelines.	45%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
2.2.7	Implement key actions for the East Gippsland Sporting Facilities Plan and the Bairnsdale Sporting Facilities Plan.	Mallacoota Recreation Reserve: The review of the masterplan is near completion. Lions Park: Concept and design are 90% complete and will be incorporated into the review process. Speedway: The proposed support for construction of the skid pad is pending planning approval. Bairnsdale Basketball Association: Options for additional facilities are being explored. Lakes Entrance Indoor Sports Stadium: A design tender was advertised in Q2 , and work on the stadium is progressing.	50%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Percentage of Committees of Management and volunteer groups for Council managed land with a guiding plan	The following reserves have Strategic Plans in place: • Cann River Community Centre • Lindenow Sports Ground • Newlands Arm Residents & Ratepayers Association Inc, • Nowa Nowa Recreation Reserve Management Committee • Picnic Point Hall • Swan Reach RR, The following Committee of Management plans are in development: • A J Freeman Reserve • Bairnsdale City Oval • Orbost Indoor Stadium	50%	> 70%
Percentage of community recreation reserves and halls asset condition above target condition rating	Officers continue to undertake repairs, minor and major upgrades at community recreation reserves and halls to improve their condition, such as the recladding of the Nowa Nowa clubroom building. Council also supports user groups and Committees of Management to make improvements and maintain their facilities to provide functional and attractive facilities for the community. Annual allocations were distributed during the second quarter, as well as provision of support for a number of projects through the Tiny Towns funding program, and support for Bairnsdale City Oval turf pitch replacement.	50%	> 70%

Progress Indicator Legend

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

Name	Comments	YTD Actual	Target
Sealed local roads maintained to condition standards	Works continue to be programmed to maintain roads to an acceptable standard, resulting in a slight increase to the kilometres of roads above the intervention level	98%	≥ 80.00%
Asset renewal and upgrade expenses as a percentage of depreciation	Data for this indicator is calculated annually, and an update will be provided at the end of the financial year.	-	> 100%
Community satisfaction with appearance of public areas in East Gippsland	Data for this indicator is calculated annually, and an update will be provided at the end of the financial year.	-	≥ Large Rural Council average
Percentage of adopted capital projects completed at the conclusion of the financial year (based on the most recent amended budget)	Data for this indicator is calculated annually, and an update will be provided at the end of the financial year.	-	> 80%

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
2.3.1 - Major Initiative Three	Undertake a climate risk assessment to identify and respond to the likely impact of extreme weather and climate events on Council and community infrastructure and services.	Stage one of the climate risk assessment, , is on track and expected to be completed in the next quarter. . This quarter, progress has been made on the development of the climate risk assessment methodology. Extensive stakeholder engagement has been conducted, involving service providers, statutory authorities, and other asset owners. A total of 30 external stakeholders from 20 organizations or departments were engaged during November and December 2024, contributing valuable input to the assessment process.	50%	
2.3.2	Commence the use of recycled materials in road maintenance projects.	During the quarter, no additional locations were identified for deploying recycled asphalt, aside from the sites on Giles Street and Bosworth Road in Bairnsdale, and Langford Parade and Victoria Street in Paynesville. Ongoing monitoring of these sites will be conducted throughout the year, with plans to expand the program to more locations in the 2025/2026 financial year.	50%	
2.3.3	Enhance community and business emergency management planning and resilience through an understanding of placed based strengths.	Local Incident Management Plans and the First 72 Hours information flyer have been distributed to all residents across East Gippsland. The Bairnsdale Airport Air Ambulance Patient Transfer Station construction is progressing well, ensuring improved support for emergency services and the community in the future. A consultant has been engaged to assist in developing the Lakes Entrance Community Emergency Management Plan. The "Support the Supporters" initiative, focused on Emergency Preparedness Planning with higher-risk residents, has been expanded and is being rolled out to other key organizations and agencies using a place-based approach. Rural Industry Skills workshops were held in Buchan, Benambra, and Bruthen. Additionally, the Orbost Renewable Energy in Agriculture and Bairnsdale New Technology in Agriculture workshops were held with a total of 93 attendees. The Business Digital Connectivity project has been successfully completed.	50%	

Progress Indicator Legend

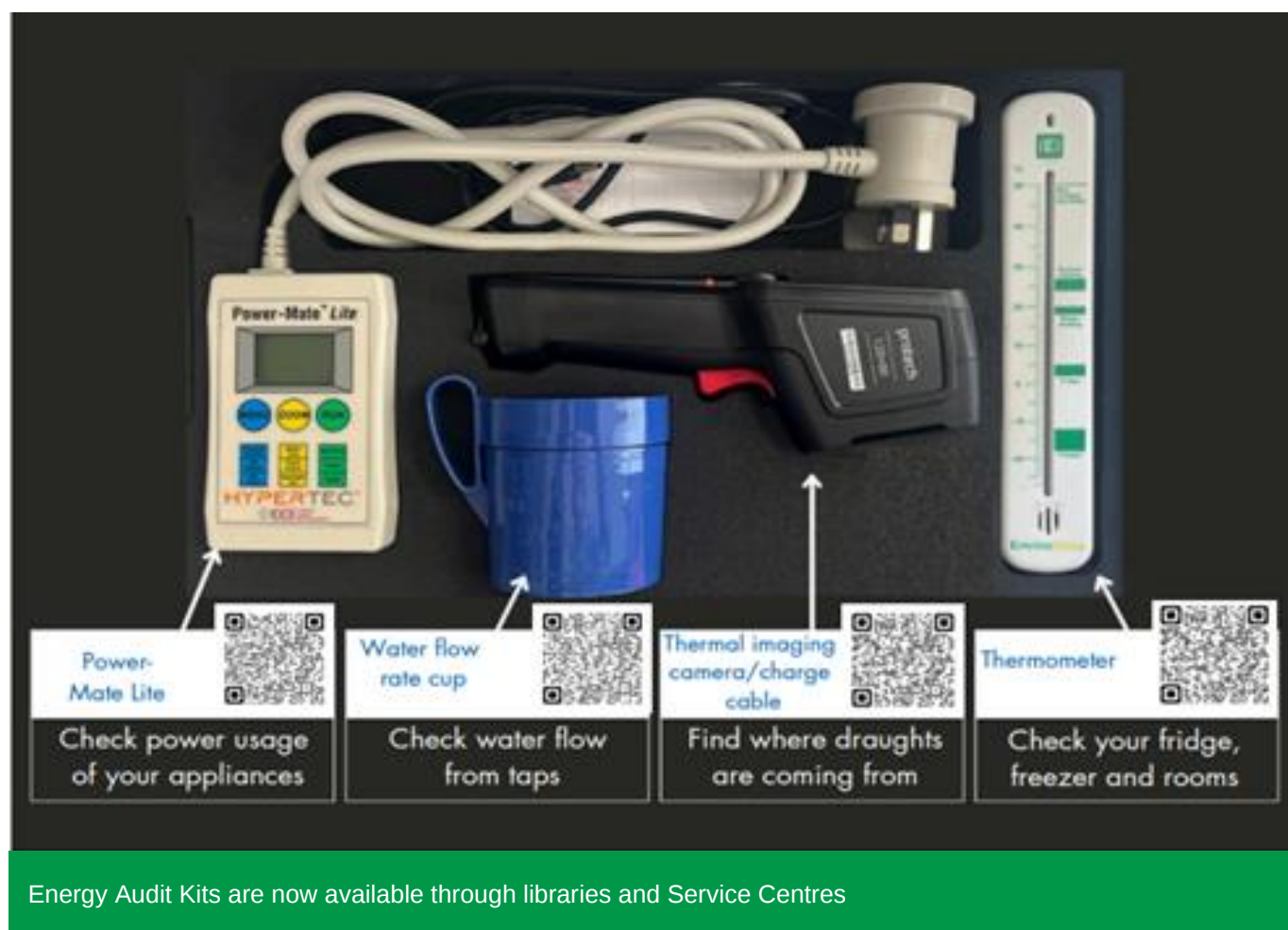
 - Not commenced
  - Behind schedule
  - On hold
  - On schedule
  - Completed
  - Withdrawn

Strategic Indicators

Name	Comments	YTD Actual	Target
2024 - 25 milestones achieved for climate risk analysis	All milestones for the quarter have been completed.	100%	100%
Percentage of communities that need a Local Incident Management Plan have one in place	Strong relationships with communities continues.	100%	100%
Community satisfaction with emergency and disaster management	Data for this indicator is calculated annually, and an update will be provided at the end of the financial year.	-	≥ Large Rural Council average

Progress Indicator Legend

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

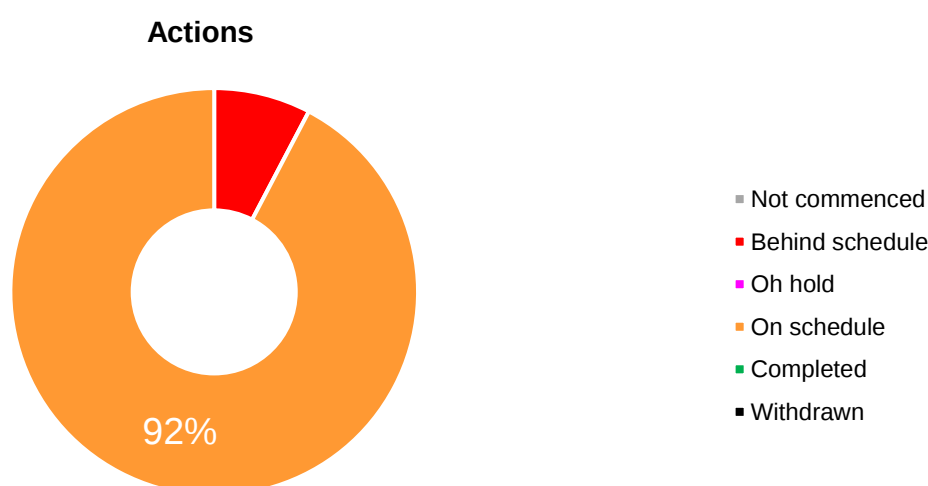


3 A natural environment that is managed and enhanced

3: A natural environment that is managed and enhanced

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

Summary of performance



Council services provided

Building Maintenance
 Delivery of new assets
 Environment Projects Management

Environmental Sustainability
 Waste Services

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

Action Code	Action Name	Comments	Progress	Traffic Lights
3.1.1 - Major Initiative Four	Finalise Councils Greenhouse Gas Emissions Reduction Plan and commence delivery of year one actions.	The Greenhouse Gas Emissions Reduction Plan, which is an internal plan, has been finalised. Activities are now underway to support the plan's actions, with a particular focus on actions that lead to positive financial outcomes. Any significant investments will be evaluated through business cases and, where necessary, require Council resolution.	90%	
3.1.2	Work with community, business and industry to develop a community greenhouse gas emissions profiles, support actions to reduce emissions and increase awareness of the impacts of climate change.	Data on greenhouse gas emissions has been sourced through the Snapshot Climate Tool, developed by Ironbark Sustainability. This information will provide insights to help determine the most effective zero emissions actions for East Gippsland. A rollout of home energy audit kits from libraries and service centres has commenced, with promotion underway. In addition, to raise awareness of the impacts of climate change, 'arts-based' programs are being delivered in partnership with RMIT University.	50%	
3.1.3	Work with local developers and stakeholders to apply Environmentally Sustainable Design principles across new subdivisions and developments.	Ongoing discussions and negotiations with developers continue to ensure that subdivision designs meet Environmentally Sustainable Design (ESD) principles. An ESD policy has been included in the Municipal Planning Strategy/Planning Policy Framework amendment, which is scheduled for public exhibition.	50%	

Strategic Indicators

Name	Comments	YTD Actual	Target
New public electric vehicle charging stations operational	This project is still progressing and is on track for completion this financial year.	8	≥ 7
Proportion of Council passenger vehicle fleet is electric, hybrid or uses alternate fuel sources	There is currently no viable option for Tools of Trade/works vehicles which make up a large portion of our fleet (93 vehicles). For the vehicles where there is a viable option (that is, Private usage & pool vehicles), of the 43 vehicles, 21 are alternate fuel: 20 Hybrids & 1 Electric.	48.84%	> 20%
Percentage of Council's electricity use from renewable sources	Data for this indicator is calculated annually, and an update will be provided at the end of the financial year.	-	> 95.00%

Progress Indicator Legend

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

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

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
3.2.1	Ensure Water Sensitive Urban Design principals are utilised in urban areas to improve the health of local waterways and wetlands.	Council is progressing its Stormwater Management Plan by identifying flooding hotspots, prioritising areas with stakeholders, and ensuring new subdivisions follow best practices. Sustainable stormwater management is a key focus in the Paynesville Growth Area rezoning. Drainage plans for the Lakes Entrance Northern Growth Area (LENGA) are under review, with funding strategies being explored. A contract for LENGA's public drainage design was awarded in December, with investigations starting in February. Final works on the Crook Street Wetland, including fencing and earthworks, are nearing completion, with planting set for March.	50%	
3.2.2	Support community education programs and funding incentives to promote the natural environment and its preservation.	Council participated in a multi-agency grant application to the National Government's Future Drought Fund Resilient Landscapes Program. If successful, this three-year project will establish a demonstration farm adjacent to the Bairnsdale Regional Landfill, showcasing how land management practices can regenerate landscapes into productive, climate-resilient agricultural systems. It will also focus on waterway restoration and establishing biodiversity corridors, creating habitat connectivity with Macleod's Morass, a Ramsar-listed wetland.	40%	
3.2.3	Deliver the Pest, Weed and Vegetation Management Program.	Weed spraying has been conducted to control specific species during the hotter months. The Natural Environment Group has advised that contractors are undertaking roadside weed control, prioritizing the removal of Blackberry and African Box-thorn. Areas designated as high-risk have been given priority. The team is also working on Blackberry treatment across several reserves in townships and continuing maintenance on vegetated walking tracks.	50%	
3.2.4	Develop and implement environmental management plans for areas of important biodiversity and develop recommendations for programs on Council and private land.	The Management Plan for Lighthouse Reserve Marlo was completed in December 2024. The final draft of the Raymond Island foreshore management plan has been prepared and will undergo community engagement in early 2025. Additionally, an Opportunities Plan for View Street/Fort King Island was developed after consultations with several community members.	50%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
3.2.5	Facilitate the provision of environmental planning assessments and commence the review of key environmental planning scheme tools.	A short-term contract has been established for arboricultural advice on native vegetation removal. The review of environmental planning tools has not yet been scoped,.	30%	

Strategic Indicators

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

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
3.3.1	Establish partnerships with key organisations and stakeholders as a mechanism for managing natural values on Council land.	Council continues to build and maintain strong relationships with key organisations such as the East Gippsland Catchment Management Authority (EGCMA) and Landcare. A notable project involved collaboration on a grant program aimed at environmental works along the Mitchell River, which included stakeholders like EGCMA, Bairnsdale Urban Landcare, Eastwood Landcare, GLaWAC, and Gippsland Grammar. This initiative focused on critical activities such as weed control, revegetation, infrastructure management, and organizing community events to engage and educate the public.	50%	
3.3.2	Incorporate Environmentally Sustainable Design principles in all council project planning and design.	This quarter, the council has continued to integrate Environmentally Sustainable Design (ESD) principles in project planning and design, focusing on minimising environmental impact and promoting sustainability. Gippsland Lakes Shared Community Hub: The design features energy-efficient systems, such as passive solar heating and natural ventilation, alongside water-saving technologies like rainwater harvesting and low-flow fixtures. Sustainable materials, including recycled and locally sourced products, are prioritized, with a focus on resilience to extreme weather. Raymond Island Drainage Strategy: Natural drainage systems, such as bioswales and permeable surfaces, are being integrated to reduce runoff and improve water quality. Erosion control and native vegetation restoration will support ecosystems, while recycled and durable materials are used to minimise environmental impact.	50%	

Strategic Indicators

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

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
3.4.1 - Major Initiative Five	Progress development of an organic waste processing facility at Bairnsdale Landfill.	The design phase for the aerobic organic compost facility has been successfully completed (100%). In December 2024, Council submitted the Environmental Management Plan, along with all supporting documents, to obtain approval for both the EPA Licence and the Development Licence, which were submitted in January 2025. This is a key milestone in the overall development of the facility.	90%	
3.4.2	Reduce waste going to landfill through the implementation of the Waste Minimisation Action Plan.	Several activities from the Waste Minimisation Action Plan were advanced in Quarter 2, including: • Expansion of battery recycling bins to Waste Transfer Stations, service centres, and libraries. • Ongoing trial of a copper wire granulator in partnership with Bairnsdale Recycling Enterprise. • Planning for new recycling options at remote transfer stations following the purchase of a new forklift. • Progress of a Sustainability Victoria grant-funded compost batch trial using green-waste mulch and biosolids. • The commencement of a waste audit for kerbside bins and transfer stations, with interim findings provided in November 2024. Additional audits during the holiday period will inform future education efforts and highlight waste types that can be diverted from landfill.	50%	
3.4.3	Review waste and recycling services to respond to changing regulations and needs of our community.	The review of waste and recycling services is moving forward, with community engagement completed by the end of September 2024. In November, the revised draft of the Background Report and initial draft of the Financial Assessments were received for review. Feedback was consolidated and returned in December 2024. The project findings and recommendations will be presented in Quarter 3.	50%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	YTD Actual	Target
Kerbside collection waste diverted from landfill	Targets are no longer being met since the introduction of the container deposit scheme. Waste education will continue to be provided in an effort to minimise waste going to landfill. An audit of kerbside waste bins is to be completed in January, the results of which will inform the prioritisation of future actions to reduce kerbside waste from landfill.	48.35%	≥ 55%
Number of community waste education programs delivered	We attended Bairnsdale and Omeo shows, ran a Detox your home program to engage with the community during the quarter.	10	> 5
Number of new waste streams collected through waste facilities	Solar panel recycling agreement formalised with recycler. Planning for the extension of textile recycling and transport for remote transfer stations will commence in quarter 3.	3	≥ 2.00
Proportion of recycled content in construction projects on Council assets	At the end of quarter 132 projects within the capital works program were listed as either complete or in the delivery stage. Of these 132 projects, 41 reported utilising recycled materials. An example of the recycled materials used is within the reseal program. Recycled crumbed rubber from old tyres is included in the bitumen content used to reseal the road.	31%	> 10.00%
Community satisfaction with waste management	Data for this indicator is collected annually, and an update will be provided at the end of the financial year.	-	≥ Large Rural Council average

Progress Indicator Legend

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



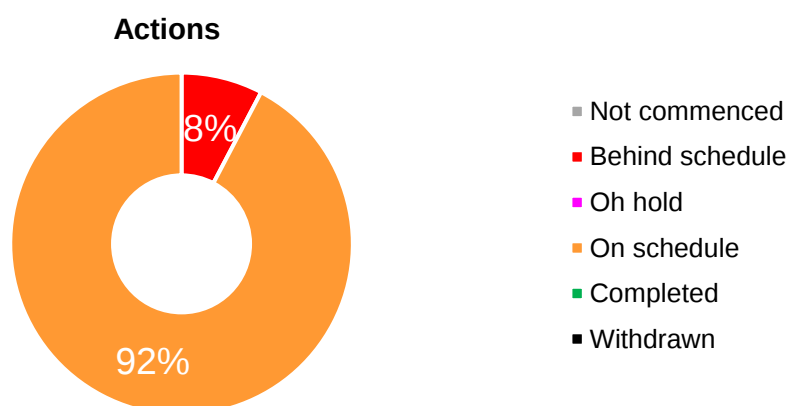
Planning is underway for a 'Welcome to the Region' session for new students from Monash Rural School of Health.

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

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

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

Summary of performance



Council services provided

Business Support
Economic Development

Events
Tourism and Visitor Information

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.1.1	Support businesses to transition toward greater resilience in a changing economic landscape.	A variety of programs and projects are being implemented to enhance business resilience, including: - The Small Business Voucher Program, which supports growth and expansion in forestry transition communities. - Digital Confidence Round 2, aimed at boosting businesses' online capabilities. - The development of Customer Service training modules to aid small and medium businesses in staff development. - Planning for an Ambassador Program to promote local tourism through business and volunteer support. - Agribusiness-focused financial and decision-making programs to strengthen the sector.	60%	
4.1.2	Support business to create a collective voice for regional representation.	The Agriculture Sector Advisory Committee is continuing its efforts to foster a collective voice for regional representation. Council has joined the South East Manufacturing Alliance to better represent the interests of the local manufacturing sector. Additionally, steps have been taken to transform the Visitor Information Centre membership model into a platform that encourages stronger industry networking and collaboration for unified regional representation.	25%	
4.1.3	Work with partners to establish the Gippsland Circular Economy Hub, to advance new investment and job creation opportunities.	The leadership of this project has transferred from the Latrobe Valley Authority to Food and Fibre Gippsland. Work is ongoing to map materials in the region to identify opportunities for re-use, value-adding, and recycling. The collected data will be integrated into an online platform accessible to the community, businesses, and Council. Council is leading the Silage Wrap Circularity Pilot, with five bales of silage wrap collected for recycling. Additionally, 13 local businesses participated in Circular Economy training workshops funded by the Gippsland Climate Change Network.	50%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.1.4	Advocate for and support projects aimed at increasing the availability of reasonable priced housing to attract critical workers (including support services, businesses, and industry) to our region.	Council continues to collaborate with key stakeholders to meet planning requirements and prioritize approvals for worker housing. Public exhibitions for two significant Planning Scheme Amendments in Paynesville and Eagle Point have taken place, both aimed at increasing housing availability. An amendment to the Lomandra Drive Lucknow development plan has also been approved, providing additional housing options for the Bairnsdale area. A draft social and affordable housing paper has been prepared and will be presented to Council in Quarter 3. Homelessness was also identified by the Councillor group as a priority advocacy item and advocacy material was developed for use in Q3.	50%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Percentage of actions implemented from the Economic Development Strategy Action Plan 2022-26	Council has developed an annual Implementation Plan that assists with the delivery of the strategy throughout the year. This quarter Council commenced the development of an investment perspecus, a case study on local business collaboaratoin was loaded onto the Invest East Gippsland website, finalised planning for the deliver of the AgriBusiness programs for delivery in Q3, and launched the East Gippsland official Visitor Guide which is available at the VIC and online.	45%	≥ 80%

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.2.1	Engage young people, youth organisations, training organisations and industries to understand and address the barriers to training and employment.	During the quarter, Council has maintained engagement with local industries and networks including participation in the Federation University Local Government Industry Advisory Group, discussions with Workforce Australia around supporting disengaged youth, attendance at the Gippsland Regional Skills Network – Government Industry Advisory Group and supporting the launch of the remote study hubs in partnership with Federation University, Gippsland East Local Learning Education Network (GELLEN) and TAFE Gippsland.	55%	
4.2.2	Support networks and programs that will retain young professionals in the region.	Collaboration continues with East Gippsland Marketing Inc on the development and launch of a Young Professionals Network to support young professionals in the region. Planning is also underway for a 'welcome to the region' session for new students from the Monash Rural School of Health, with invitations extended to other new recruits in local health services to foster connections and build networks. Further discussions are ongoing with the East Gippsland CEOs Network to enhance workforce attraction and retention strategies in the region.	25%	

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.3.1	Support the development and implementation of Local Development Strategies for communities impacted by changes to the native timber industry with a focus on Orbost, Swifts Creek and Nowa Nowa.	Council is actively involved in the Local Development Strategy for Nowa Nowa, Swifts Creek, and Orbost through working groups. The next stage of the project has started in Swifts Creek, with Council overseeing a \$500,000 DEECA grant, which will extend the project to December 2026. A funding application is also in for a Structure Plan for Swifts Creek (outcome pending). Additionally, Council has secured \$30,000 from DEECA and \$40,000 from its own budget to run a small business voucher program, helping businesses apply for the Transition Fund. Community engagement sessions are being held across the Shire to promote this funding.	40%	
4.3.2	Advocate for a new approach to agri-forestry to improve forest health, reduced bushfire risk and provide benefits for a range of forest users.	Council has submitted feedback to the Great Outdoors Taskforce, pushing for better community consultation on forest management in East Gippsland. The CEO and General Manager have met with key government officials to discuss opportunities and issues with public land management. Three meetings have also been held with plantation companies to discuss planning for potential new plantations.	50%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Number of businesses that participate in Council run programs delivered to support business growth.	13 Businesses participated in the remaining allocation of the Business Voucher Program over the quarter. 8 Business and Tourism Associations (BTA's) have participated in the BTA Partnership Road Map program. Property Decision Making on Property Program had 15 participants.	218	≥ 300
Number of new businesses registered	Data for this indicator is collected annually, and an update will be provided at the end of the financial year.	-	Increase from previous year

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.4.1	Streamline the business approval process and strengthen customer information and services for investors.	Work is underway to relaunch the Invest East Gippsland website by the end of the financial year. Key initiatives include: - Finalising the East Gippsland Investment Prospectus (due in the first quarter of 2025) - Approving the release of the New Energy Opportunities Study - Developing a New Business Kit - Updating the Council website to improve access to business support programs and information.	40%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Council processing time for Domestic Animal Business Registration	No new Domestic Animal Businesses were issued permits in the period of 01/10/2024-31/12/2024	-	< 6
Council processing time for Trading Permits	A total of 6 Trading permits were approved for the 01/10/2024 to 31/12/2024 with an average of 1 day processing time.	1.50	< 6
Council processing time for Goods on Footpath Permits	A total of 9 Goods on Footpaths were approved for the 01/10/2024 to 31/12/2024. Out of those 7 took 1 day each to process and approve. The additional 2 took an average of 39 days to process and approve due to additional information and paperwork required from applicant.	10.22	< 8

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.5.1 - Major Initiative Six	Support the delivery of the Pathways to Growth program from the Tourism Events Action Plan 2022-26.	Four events are participating in the third year of the Pathways to Growth Program: Twin Rivers Bream Classic, East Gippsland Winter Festival, Paynesville Classic Boat Rally (biannual), and Wild Harvest Seafood Festival (biannual). Council continues to provide support and guidance to help these events meet their performance targets. Two events are in their final year of funding, and Council is hiring an independent consultant to review the program and suggest future improvements.	65%	
4.5.2	Plan, deliver and support major project developments that enhance the amenity of our towns, improve the visitor experience and facilitate new business investment.	Buchan streetscape works are now complete. In Mallacoota, 100% of the footpath on the west side of the streetscape is finished, with 5% of the east side done. Work will resume in late January 2025. All road works and parking line marking on Marine Parade are complete.	50%	
4.5.3	Implement priority recommendations from the Visitor Information Services review.	Several recommendations from the Visitor Information Services Review are being delivered, including: • Launching East Gippsland's first Official Visitors Guide in seven years, available in print and digitally on the Visit East Gippsland website • Designing visitor signage for communities without an accredited information centre, with final plans nearly complete • Appointing a web designer to improve the Visit East Gippsland website, with collaboration from Economic Development, Visitor Information, IT teams, and East Gippsland Marketing Inc. • Reviewing options for visitor services in Bairnsdale and Orbost, as well as using the mobile VIC van for place-based servicing.	50%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	YTD Actual	Target
Number of tourism events held during the low and shoulder season periods	There were 15 events held so far in the low and shoulder season periods. • East Gippsland Winter Festival: 21 June - 21 July 2024 (includes 7 events in July) • MLF Australia Fishing Comp: 6-7 July 2024 • Tour De Tambo: 7 July 2024 • Twin Rivers Bream Classic: 19-21 July 2024 • Bayer Big Fish Challenge Bream Classic: 17-18 August 2024 • Australian National Retrieving Championships: 7-8 September 2024 • Great East Rail Trail Ride: 4-6 October 2024 • Chevrolet Nationals Lakes Entrance: 5 October 2024 • Head of the Mitchell: 12-13 October 2024 • Rocktober 2024 LEADA: 12-13 October 2024 • Vic Bream Classic Series: 12-13 October 2024 • Joyride Rookie Cup: 19-20 October 2024 • Hobie Kayak Fishing Series 15: 19-20 October 2024 • Expedition Australia: 21 October 2024 • Victoria Mountain Bike Series (VDHS): 23-24 November 2024	15	> 30
Total visitation to East Gippsland (international, domestic and daytrip combined)	Data for this indicator is calculated annually; an update will be provided at the end of the financial year.	-	> 1,300,000
Tourism expenditure in East Gippsland	Data for this indicator is calculated annually; an update will be provided at the end of the financial year.	-	> \$360,000,000.00

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.6.1	Support the enhancement of agribusiness productivity and resilience.	Council is actively working to improve agribusiness productivity and resilience through various programs, partnerships, and advocacy. Key achievements so far include: • Successfully advocating for continued support on wild dog predation and the unprotection order. • Running programs to improve agribusiness financial skills and on-property decision making. • Collaborating with service providers and industry groups to host farmer wellbeing events, such as the Benambra screening of "Just a Farmer." • Engaging with the agribusiness community through farm visits, logistics tours, and discussions with Mallacoota's abalone and sea urchin industries. • Partnering with the Future of Orbost project to review economic opportunities related to Snowy River irrigation and water licences.	60%	

Strategic Indicators

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

Progress Indicator Legend

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



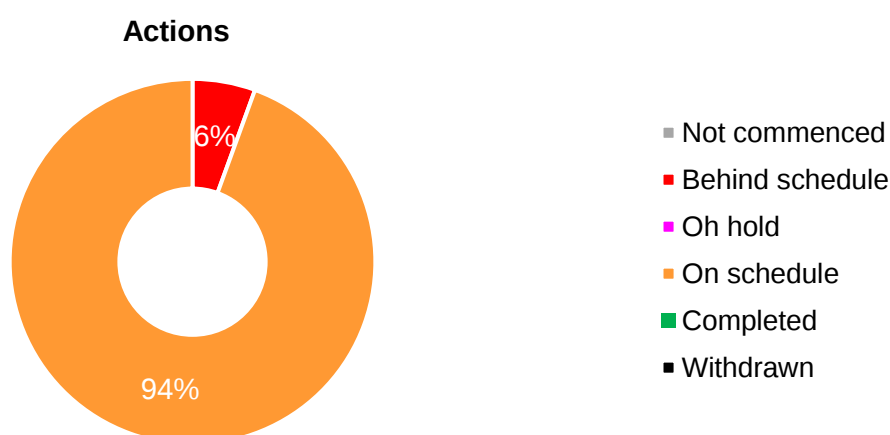
The community participated in the Waste Review this quarter, sharing valuable insights and feedback at pop-up sites across the shire.

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

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

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

Summary of performance



Council services provided

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.1.1	Undertake customer interaction surveys to inform the development of service improvement plans.	A Customer Service Survey Benchmark program has been completed this quarter. Insights from this report will be used to enhance customer satisfaction and improve processes. A new reporting framework is being developed to include customer call-back and email surveys. "Happy or Not" Kiosk results over the past three months show consistently high satisfaction: - October 2024 – 96% positive feedback - November 2024 – 96% positive feedback - December 2024 – 95% positive feedback Customer surveys were also introduced during the quarter for Planning and Building customers.	50%	
5.1.2	Refine our customer service and response times to improve customers over all experience when doing business with Council.	Currently business units are working to establish response timeframes for all customer channels, including phone, in-person visits, and correspondence. The Customer Response Policy and Procedure are being updated, and regular reporting on responsiveness is being developed. A new Customer Experience Improvement Program will commence in January 2025, with key objectives to: - Improve customer satisfaction - Enhance operational efficiency - Enable continuous improvements A key achievement this quarter: the Customer Experience team resolved 90% of rates and property enquiries at first point of contact.	50%	

Strategic Indicators

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

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.2.1	Actively participate in networks, forums and alliances to advocate for shire wide community issues and priorities.	Council has started workshopping key advocacy priorities based on community needs. Plans are in place to brief relevant Federal MPs ahead of the upcoming Federal election.	50%	
5.2.2	Actively undertake and promote the advocacy work of Council.	A session was held with the new councillor group to review current advocacy priorities and develop proposed Federal election advocacy priorities for discussions with major political parties and the Member for Gippsland. Advocacy communications have been developed for key federal and state issues, including: - Victorian Emergency Services Levy - Kerbside glass collection service - Local government financial sustainability Advocacy successes have been publicly celebrated, including wins in: - Circular Economy Organics Council Fund - Greener Government School Building Program (solar)	35%	

Strategic Indicators

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

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.3.1 - Major Initiative Seven	Place Plans are developed for key areas to capture the needs and priorities of communities at a local level.	A literature review and data gathering has started for the Omeo region to support Plan Development.	10%	
5.3.2	Incorporate effective community engagement into the development and delivery of all major strategies and projects.	The Community Panel process was completed this quarter, resulting in a refreshed Community Vision and recommendations to Council for the Asset Plan, Long-Term Financial Plan, and Health and Wellbeing Plan. The panel consisted of 22 members, with 21 completing the entire process. The Community Vision and Panel Recommendations will be formally presented to Councillors at the 4 February Councillor Briefing. Community engagement was actively integrated into key strategies and projects, including: • Brookfield Lakes planning • Public Realm Masterplan for Swifts Creek • New roundabout on Pyke Street, Bairnsdale • Planning scheme amendments Council worked with key stakeholders (Victorian Government / Schools Building Authority) to design the engagement process for the proposed Nicholson land sale for education purposes. Engagement was scheduled for January/February to avoid the Christmas period and clearly communicate all aspects of the proposal.	50%	
5.3.3	Implement and enhance community engagement practices across the organization, utilising	Recruitment for the Engagement Team was completed during the quarter, with a new Engagement Facilitator starting on 20 January 2025 to support the development,	25%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
	appropriate engagement tools.	promotion, and training for engagement tools. A range of communication tools—including social media, email, in-person events, and traditional media—was used to reach diverse audiences effectively. Messaging was designed to be clear, relevant, and inclusive, with a focus on two-way communication through feedback mechanisms and interactive platforms.		
5.3.4	Complete the review of General Local Law.	The review of the General Local Law has commenced, with the principles to be refined, and a facilitator will be engaged to run a workshop with Councillors in quarter three.	30%	

Strategic Indicators

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

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.4.1	Implement service reviews and system refinement across a range of services to improve our effectiveness and efficiency.	Service reviews currently underway include: - A commercial review of the Livestock Exchange - An evaluation of Waste Services Internal system refinements completed this quarter: - Implementation of a new document and records management system	50%	
5.4.2	Delivery of the ICT Strategy 2024-2027, year one action plan including the introduction a new enhanced electronic records management system.	Over the past quarter the following major milestones have been achieved: - Successful replacement of Council's end-of-product life Records Management system. The new system offers improved records management functions, business process efficiencies, effective mitigation of current cyber security risks to Council information. This project is an important foundational step towards standardisation of technology and business systems to ensure newer and modern business capabilities. - Successful collaborative procurement with Wellington Shire Council to achieve procurement efficiencies for the procurement of ICT Equipment across both councils. - Successful collaborative procurement with Wellington Shire Council to achieve procurement efficiencies for the provision of Print and Copier services across both councils.	60%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.4.3	Implement improvement process to reduce statutory planning approval timeframes.	A process improvement plan has been developed for the financial year. Completed actions include: - Updated regulatory application form templates - Improved website information on objections - Reviewed and updated Planning Consultation Meeting templates Ongoing initiatives: - Comprehensive review of all forms - Integration of processes with the Electronic Document and Records Management System - Further updates to website information - Review of Ministerial permit information - Privacy Act review of Planning Permit notice instructions	50%	

Strategic Indicators

Name	Comments	YTD Actual	Target
Permanent workforce has access to mobile technology	Data for this indicator is calculated annually; an update will be provided at the end of the financial year	92%	≥ 70.00%
Number of service reviews undertaken	Data for this indicator is calculated annually; an update will be provided at the end of the financial year	-	2 reviews per annum

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.5.1 - Major Initiative Eight	Review the Community Vision 2040 and support Council in the development of the Council Plan 2025-29.	In December 2024, Council established a Community Panel of 22 members to review the Community Vision, incorporating feedback from the July–August 2024 engagement process. The finalised Community Vision will be adopted by Council and used to guide the development of the Council Plan.	50%	
5.5.2	Review the 10 Year Financial Plan and develop the 2025/26 Annual Budget.	The 10-Year Financial Plan has been reviewed as part of the deliberative engagement process. The Community Panel will provide feedback for Council's consideration in the revised plan. Development of the 2025/26 Annual Budget is progressing as scheduled to ensure adoption by 30 June 2025.	50%	
5.5.3	Implement actions from the Workforce Plan 2021-25 to retain and support the council workforce to deliver services for the community.	Implementation of Workforce Plan initiatives is on track, including: • Development of a draft Industry Experience Program • Creation of an internal information toolkit to support older workers • Integration of the Capability Framework into key workforce processes such as succession planning, career development, recruitment, retention, and performance management These initiatives support our commitment to building a skilled, adaptable workforce that thrives in a changing environment.	50%	
5.5.4	Implement the on-boarding program for the newly elected Council, following the October 2024 Council Elections.	All but two mandatory onboarding sessions have been delivered to councillors. The remaining sessions will be completed in quarter three.	90%	

Strategic Indicators

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

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.6.1	Deliver actions from the Gender Equality Action Plan 2021-25 to continue progress towards achieving workplace gender equality	Implementation of the Gender Equality Action Plan 2021-2025 is progressing, including the start of the collaborative procurement process for a shared Gippsland-wide anonymous reporting platform.	40%	
5.6.2	Implement recruitment practices to attract and support a diverse workforce.	In December 2024, Council partnered with Gippsland East Local Learning and Employment Network to participate in the 'Broadening Horizons' program. This initiative helps students explore local industries, career opportunities, and job pathways, inspiring their aspirations and preparing them for the future. Council has also contributed to the development of the Local Government Earn and Learn program, designed to address critical skill shortages and improve staff attraction and retention across Victorian local governments. The program focuses on upskilling, retention, and career progression for both new and existing workers. Staff will be enrolled in the first Leadership and Mentoring stream, starting in February 2025.	50%	
5.6.3	Programs and practices are introduced to support a strong positive culture connecting Council to its community.	Councillors have introduced a monthly community day as part of their annual schedule of events. "Community matters" continued to be rolled out to all staff as a way of working and ways of working changed to enhance this focus on community outcomes.	50%	

Strategic Indicators

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

Progress Indicator Legend

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