



Council Plan Progress Report – Quarter Three 2022-23

Period ending 31 March 2023

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Front cover image

One of Council's Lifeguards at work at Bairnsdale Aquatic and Recreation Centre (BARC). Last quarter, Council launched new websites for the BARC and the Lakes Entrance Aquadome that will allow for improved online payment, member login features and digital facility signage.

Acknowledgement of Country

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

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

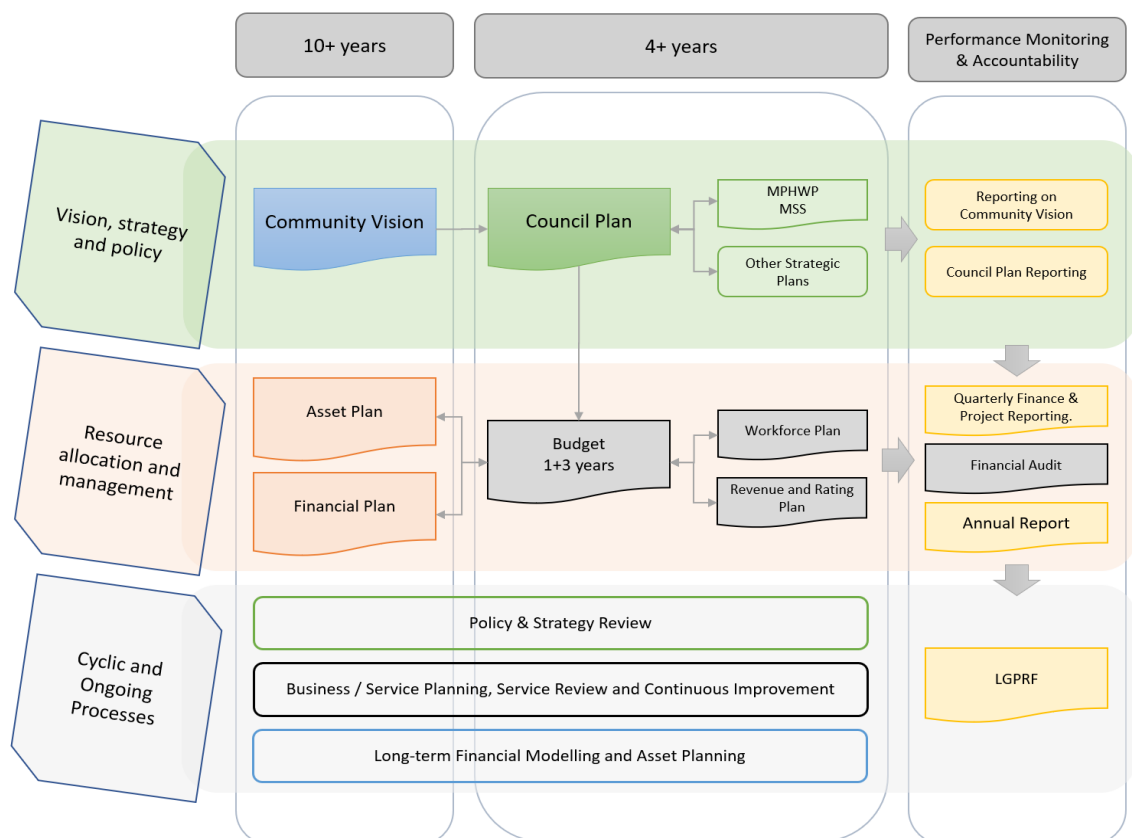
Our Vision

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

Our Strategic Planning Framework

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

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



Terminology:

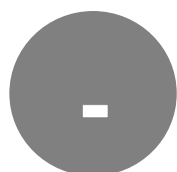
- MPHWP = Municipal Public Health and Wellbeing Plan
- MSS = Municipal Strategic Statement
- LGPRF = Local Government Performance Reporting Framework

Major Initiatives

Status of major initiatives

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

Overall progress against these initiatives is summarised below.



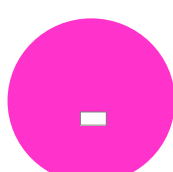
Not commenced

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



Behind schedule

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



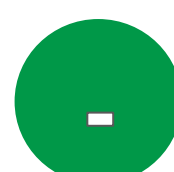
On hold

Progress has been placed on hold.



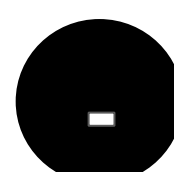
On schedule

Progress is on schedule



Completed

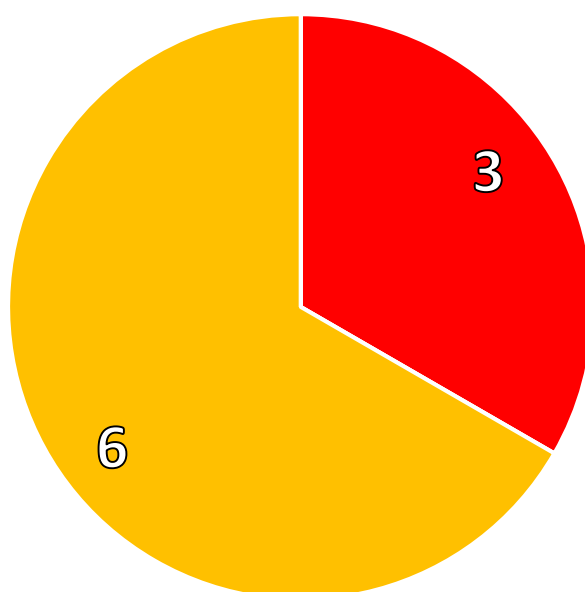
Activity or project is fully completed



Withdrawn

Activity is no longer a focus and has been withdrawn.

Major initiatives



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



Councillors and staff visited with Moogji Aboriginal Council East Gippsland at their Bonang Road property in Orbost to learn about the important work that Moogji have been undertaking, such as creating a place for Aboriginal and non-Aboriginal people to gather.

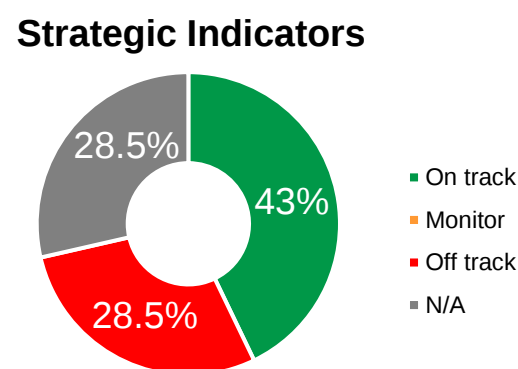
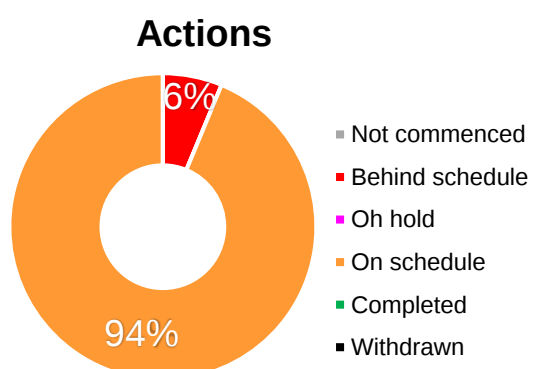
1 An inclusive and caring community that respects and celebrates diversity

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



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

Summary of performance



Council services provided

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

Community Support and Development
 Environmental Health
 Library
 Performing Arts
 Recreation Centres

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

Code	Action Name	Comments	Progress	Status
1.1.1	Universal access principles are applied to infrastructure construction and upgrades	Project Design Officers reviewed all proposed project designs to ensure legislative compliance and that access was available for all to Municipal buildings, playgrounds, and open spaces.	75%	
1.1.2	Develop internal capacity to deliver access audits across council service and facilities	Council's Rural Access Project Officer has undertaken Access Auditing Diploma accreditation. Audits and reports in this period have been undertaken at the following facilities: BARC (Changing Places accreditation audit), Clifton Creek Recreation precinct, community hall and grounds, Swifts Creek community hall and grounds, and Bairnsdale Community hub and grounds (report pending). Asset and Project proposal assessments on behalf of Council have also been undertaken at the Swifts Creek Bush Nursing Centre.	75%	
1.1.3	Consider access to services in service reviews undertaken	Accessibility of services is highlighted in the Service Reviews Framework and is a main component in the legislation on which the Service Reviews Policy is based. The service review on Service Centres and Libraries, which concluded last quarter, considered equitable access as part of the review, with outcomes of this review being implemented this quarter.	75%	

Strategic Indicators

Name	Comments	Result	Target
Community satisfaction with accessibility to Council facilities	Quarterly surveys with the community concluded this quarter and the results will be released later in the year.	-	Baseline to be confirmed 2022-23
Number of visits to aquatic facilities per head of municipal population	There were 2.4 visits per head of the population this quarter, above the quarterly target of 2.25 visits; however, the annual total is behind schedule to achieve greater than 10 visits annually.	6.82 visits	≥ 10 visits (annually)
Number of community facilities and infrastructure upgraded to improve accessibility	This will be reported fully at the end of the financial year.	-	≥ 10 projects

Progress Indicator Legend

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

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

Code	Action Name	Comments	Progress	Status
Major initiative 1	Develop a Culture and Creativity Strategy	The draft Culture and Creativity Strategy was finalised during the quarter and is to be presented to Council for adoption in May.	95%	
1.2.1	Provide arts and cultural services and experiences that encourages connection and creativity, while supporting businesses, community groups and individuals	Council's cultural services are currently focused on the operation of the Forge Theatre and a range of funding programs. During the quarter the Forge Theatre has had a full program of events including theatre, music, and children's events. The arts and cultural service Council provides is being reviewed as part of the Culture and Creativity strategy action plan that is in development.	75%	
1.2.2	Support projects and events that foster creativity through the funding for visitor events and the community grants program	Council's Community grants program is under review. The review will consider funding provided across the organisation, systems and provide recommendations to Council. Only two Quick Response Grants have been supported for community events in the period. Council is partnering with East Gippsland Community Foundation to facilitate Community Recovery Grant funding for community events to ensure visibility across the two programs, mitigate duplication and complex processes, reduce administration, increase accessibility and streamline the application process for the community.	75%	

Strategic Indicators

Name	Comments	Result	Target
Number of community organisations / individuals funded through Council's arts and heritage grants program	The Arts and Heritage grant funding program has been paused. Officers are reviewing new funding opportunities to align budget with the Draft Culture and Creativity Strategy. Two Quick Response Grants have been assigned to community groups outside of this grant program to the value of \$500 each this quarter.	10	≥ Nine annually
Number of community organisations / individuals funded through Council's community grants program	There were 12 applications proposed to be funded in the first round of 2022/23 Community Grants Program. These applications were presented to Councillors on 11 October 2022 and were approved for funding.	12	≥ 25 annually

Progress Indicator Legend

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

Name	Comments	Result	Target
Develop baseline measures for cultural outcomes for Council programs	Data entry points for collection of information to inform this are being considered as part of the grant review and Reconciliation Action Plan process. For example, a trigger in the procurement and grant processes identifies Aboriginal programs and/or businesses to measure Councils engagement and funding commitment.	75%	Baseline developed in 2022-23

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

Code	Action Name	Comments	Progress	Status
1.3.1	Implement improvements to Council's processes and online systems to improve access to information regarding community programs and services, and promote volunteer events and opportunities across the shire	Several improvements have occurred this quarter, including: - Changes to the administration of Council's 'Youth Voices of East Gippsland' social Media platform have been made to support increased promotion of youth volunteer opportunities, activities, and events. - Council's Future Proof team have delivered on outcomes, such as promoting volunteering, skill building, events, consultation and volunteer training sessions in First Aid and Design Thinking. - Training and support have been provided to volunteers to build online skills. - Commenced development of the East Gippsland My Community Directory landing page.	75%	

Progress Indicator Legend

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

Code	Action Name	Comments	Progress	Status
1.3.2	Support volunteer Committees of Management for recreation reserves and halls with funding and capacity building	Commencement of a designated Project Officer has enabled a more proactive approach, with the Officer systematically contacting committees of management to work through issues and initiatives. Key issues this quarter included the need to re-establish a facility Committee of Management in Orbost, and the completion of administration for the Annual Allocations for 2021-22. Development of a data driven score sheet commenced, which will be used to monitor key performance areas such as committee governance, gender equity, strategic plans and child protection policy. Grants information has been distributed as received with assistance provided where requested.	75%	

Strategic Indicators

Name	Comments	Result	Target
Community group satisfaction with Council support	Quarterly surveys with the community concluded this quarter and the results will be released later in the year.	-	Baseline to be developed 2022-23
Number of events held that recognise and support volunteers	The number of annual events has been achieved, including events across Youth Ambassadors, Disability Advisory Committee, Friends of the Library, Community Recovery Committee and the CFA.	6	≥ Five events

Progress Indicator Legend

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

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

Code	Action Name	Comments	Progress	Status
1.4.1	Establish governance arrangements for the implementation, ongoing monitoring and delivery of the Municipal Public Health and Wellbeing Plan 2021-25	The final draft of the Municipal Public Health and Wellbeing Plan 2021-25 is awaiting Council endorsement. Recruitment commenced for a Partnership Facilitator to support ongoing Council engagement, implementation and reporting of the Municipal Public Health and Wellbeing Plan actions and outcomes. Council has been working closely with the Gippsland Public Health Unit (GPHU) to build connection and engagement capacity across existing networks and support development of effective engagement framework across multiple agencies, programs, and projects under the new model.	75%	
1.4.2	Advocate for and identify opportunities to support social and affordable housing	The draft Housing and Settlement Strategy includes identification of Council roles in social and affordable housing.	75%	
1.4.3	Align recreation centre service delivery with regional health and wellbeing programming and allied health services	Council staff are finalising a new agreement with Bairnsdale Regional Health Service (BRHS) to increase facility usage through their allied health service. Staff have also met with Gippsland Lakes Complete Health (GLCH) regarding space for health and wellness activities. Options for this are currently being considered.	20%	

Strategic Indicators

Name	Comments	Result	Target
People attending Council's recreation centres through an allied health service program delivery	A new system has been established and implemented this quarter for data collection.	1	≥ 800 attendances
Develop a Housing Strategy	A draft Housing and Settlement Strategy was prepared for community engagement.	75% completed	Adopted in 2022-23

Progress Indicator Legend

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

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

Code	Action Name	Comments	Progress	Status
Major initiative 2	Develop a new Reconciliation Action Plan	Development of a new Reconciliation Action Plan is underway, with community consultations commencing, including direct one-on-one engagement with key stakeholders. Workshops were conducted with staff, senior leadership, and Councillors, which aligned current opportunities and connections to existing work across Council units. Review of existing internal and external strategic documents, and previous Reconciliation Action Plan consultations and documents, is also underway to ensure community-identified objectives are considered, and duplication and over-consultation is reduced.	40%	
1.5.1	Increase and embed understanding of Aboriginal and Torres Strait Islander culture, knowledge and history within the planning and development of Council services, infrastructure and projects	Council's Aboriginal Engagement officer has continued to build stronger connections with the Aboriginal community in East Gippsland. They are also increasingly engaged in Council projects, such as the development of the Reconciliation Action Plan, as well as the scoping of projects under bushfire recovery funding for Aboriginal recovery and emergency management. Similarly, Council continued to liaise with GLaWAC in relation to opportunities within capital projects. Councillors and staff also met with representatives from Moogji this quarter to improve understanding of the work and aspirations of Moogji. A range of Council's infrastructure projects in design have Aboriginal interpretive elements included within the design. A highlight of this being the Krautungalung Walk.	75%	
1.5.2	Enhance engagement with traditional owners in the development of key Council Capital projects	Regular meetings continued to be held with GLaWAC and other traditional owner groups during the design phase of a range of Council's capital projects. GLaWAC has also been engaged in the delivery of project elements including the design of artwork and cultural interpretation for the Krautungalung Walk (Stage 1 and 2), rehabilitation of the Orbost Landfill, Jemmy's Point Stage 2, and the delivery of aspects of the Crooke Street Wetlands as well as well as the Lakes Entrance Foreshore Project.	50%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	Result	Target
Number of projects and service reviews that have included formal engagement with traditional owners	Assets and Environment directorate conduct formal engagement with traditional owners in the form of cultural heritage assessments and cultural inductions. Parts of these forms of engagement have been conducted for 36 projects. Several projects in the design and feasibility phase have also included Aboriginal engagement, including the Culture and Creativity Strategy and the Bairnsdale Arts Precinct feasibility study.	37	≥ 10 projects
Percentage of Council directorate representation on Reconciliation Action Plan working group	Representation is yet to be determined.	-	100%
Percentage of total staff who have participated in cultural awareness training in the past 24-months	The ongoing training for new starters is provided at Corporate Orientation. We conducted one Corporate Orientation session during quarter three (planned number) with 24 staff attending. Not all staff (casuals, part-time) are able to attend due to other commitments (school or scheduled days off). Cultural Awareness specific training is being planned for delivery in quarter one 2023-2024.	50.87%	100%

1.6: Council is culturally and linguistically inclusive and celebrates diversity

Code	Action Name	Comments	Progress	Status
1.6.1	Develop a process to document and verify inclusive and accessible features of Council programs and facilities	A designated Council officer continued conducting audits of accessibility in Council programs and facilities. The Disability Advisory Committee continued to provide support and advice regarding planning for programs and infrastructure projects.	75%	
1.6.2	Develop, implement and promote an annual calendar that recognises events that celebrate diversity and inclusion in East Gippsland	Council's Aboriginal Engagement Officer has developed an additional calendar of inclusive events for consideration, which focus on significant events to the Aboriginal and Torres Strait Islander community.	75%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	Result	Target
The number of initiatives that celebrate diversity and inclusion supported by Council	Council has hosted and supported several events celebrating diversity and inclusivity and is on track to meet the target.	8	≥ 10 initiatives

Progress Indicator Legend

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



The Bullock Island Bridge was successfully constructed in March 2023, while work commenced on the implementation of the Bullock Island Masterplan.

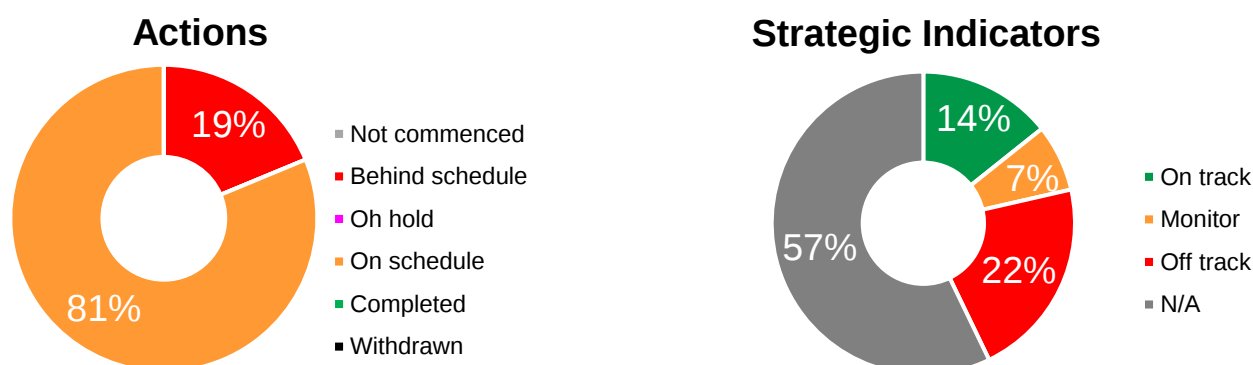
2 Planning and infrastructure that enriches the environment, lifestyle, and character of our communities

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



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

Summary of performance



Council services provided

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

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

Major Capital Works Projects update

Bairnsdale Landfill Cell 4



Phase 1 (main cell) works were completed in March 2023. The Environmental Protection Authority license is pending for use of Cell 4. Phase 2 works are progressing at a lower priority. This part of the cell will not be needed for several years.

Bullock Island Master Plan Implementation



Works on the Bullock Island Masterplan Implementation began on 8 March 2023.

The project is expected to take five months to complete and will include: public toilets, trails, signage and artwork, barbecues, seating, picnic areas, fishing areas, landscaping, road, and car park upgrades.

Bullock Island Bridge



Replacement of the Bullock Island Bridge construction commenced in July 2021 and was completed in March 2023. This project was fully funded by the Federal Government's Building Our Future program.

Eagle Point Foreshore Hub



The contractor commenced on site in September 2022 and civil works are now well underway. This project is due to be completed in December 2023.

Krauatunglung Walk



Stage 1: Foreshore Park and Surf Club Precinct

Awaiting various permit approvals. Once received, Council will tender Stage 1 and engage a contractor for construction.

Stage 2: Design of Stages 2, 3 and 4

Design assessment of Stages 2, 3, and 4 is currently in progress. The draft design layout will form the basis of further community consultation regarding the proposed walkway layout through Stages 2,3, and 4.

Omeo Mountain Bike Trail and Stage 2

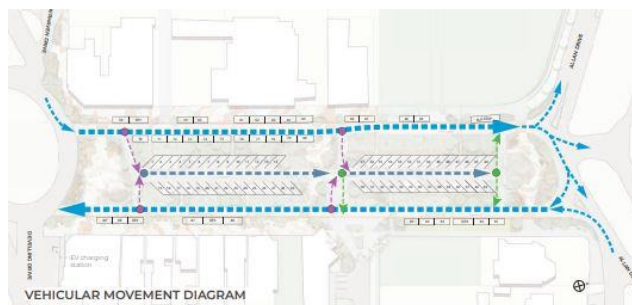


Approximately 10 kms of trails were opened for Easter 2023 (at the end of Quarter 3). The construction of trails continues concurrently on other Stage 1 and 2 sections.

Construction has started on the Oriental Claims Bridge. The bridge links the Oriental Express and Mine Bender trails, creating a loop ride from Livingstone Park to the Oriental Claims and back.

This project will be completed in stages over the next 18 months.

Mallacoota Streetscape



Council has been working closely with a landscape architect to prepare detailed design documentation that will allow the project to be tendered for construction. These works will revitalise the streetscape providing improved walkability, accessibility, and amenity for pedestrians with renewed street furniture and streetscape planting.

Slip Road Maritime Precinct



On 25 February 2022, the piling works commenced on site. The contractor started to have trouble with the piling works due to the thickness and settlement of the lakebed (swamp deposit layers).

The contractor was therefore stood down by mutual agreement to allow them to take up other work.

An external consultant experienced in international coastal and civil engineering designs was commissioned to peer review the review advice. This review confirmed the current design (2021) requires modification.

Based on the advice provided, Council now has a range of design and delivery options available to it to construct the seawall. Physical works will recommence late in quarter 4.

Lakes Entrance Waste Transfer Station



This project is expected to be complete in May 2023.

WORLD Sporting Precinct Stage 1



The netball and hockey playing surfaces were nearing completion by the end of quarter 3. The CP3 (WORLD Pavilion) contract has been awarded. The Marshalling building, built by Council's in house crew, was almost complete.

Swifts Creek Recreation Reserve



Construction works were progressing well and were on track to be completed prior to the commencement of the netball season.

Jemmy's Point - Stage 2



Five contracts were tendered during the quarter for award in April/May 2023 for various parts of the project. The Jemmy's Point Lookout and Kalimna Loop Walk project includes new and upgraded infrastructure development for all the local community and visitors to the region. The Project consists of viewing areas, carparking, landscaping and amenity upgrades and additions, along with repairs and upgrades to the existing Kalimna Loop walk trails and structures.

Gymnastics Pavilion Lucknow



Works on the new purpose-built gymnasium are nearing completion. The building will be handed over to the Gymnastics Club at the end of May 2023.

Orbost Forest Park Upgrade



The project's scope and proposed concept plan has been amended due to budget constraints.

Council is proposing to deliver:

- a new toilet block;
- a new junior play area;
- main picnic shelter;
- main retaining wall; and
- a portion of the car park works.

While the scope items to be removed are:

- the Forest Rd carpark improvements;
- rail trail head;
- path improvements;
- a portion of the carpark works;
- the all ages play area; and
- the shelter adjacent to the toilet block.

A request to vary the scope of the project has been submitted to the Commonwealth Government. Council is waiting on the outcome of this request.

The tender documentation are being prepared for release in May 2023 with tender award and delivery to follow pending the approval of the variation request.

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

Action Code	Action Name	Comments	Progress	Status
Major initiative 3	Prepare a Housing and Settlement Strategy to guide future housing development and to support increased housing diversity and affordability	A draft Housing and Settlement Strategy was prepared, to be released for a second round of community engagement in quarter four.	75%	
Major initiative 4	Develop key public open space planning initiatives, which includes the East Gippsland Sporting Facilities Plan and Public Open Space Strategy	Development of the Marine and Coastal Management Plan commenced with the engagement of consultants, and establishment of the Project Control Group. The East Gippsland Sporting Facilities Plan is in the final stages of community consultation with the broader East Gippsland Community. This strategy is slightly behind schedule.	70%	
2.1.1	Deliver rebuilding support for landholders that lost a house and/or sheds in the 2019-20 Black Summer Bushfire	Rebuild support continues for owners seeking to rebuild. Additional professional building advice service is being piloted.	75%	
2.1.2	Finalise the Rural Land Use Strategy and prepare a Planning Scheme Amendment	The final Rural Land Use Strategy was developed in response to community consultation and will be presented to Council for adoption in quarter four.	75%	
2.1.3	Prepare Strategic Land Use Plans and Planning Scheme Amendments to address priority growth areas at Eagle Point, Paynesville and Lakes Entrance	Preparation of the Paynesville Growth Area Amendment has been delayed due to ongoing discussions with landholders. The Lakes Entrance Northern Growth Area is also behind schedule due to further work being required on stormwater strategy. The Eagle Point Amendment documentation has been prepared.	50%	

Strategic Indicators

Name	Comments	Result	Target
Community satisfaction with building and planning	Quarterly surveys with the community concluded this quarter and the results will be released later in the year.	-	≥ Large Rural Council average
Planning applications decided within required time frames	The percentage of standard applications decided within the time frame was 28.04%, while the percentage for VicSmart was 43.33%. Council continued to work through the backlog of planning applications.	35.69%	> 80%

Progress Indicator Legend

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

Name	Comments	Result	Target
Average time taken to decide planning applications	The target has not yet been achieved, due to the backlog of applications and staff resources being diverted to the upgrade of Council's corporate information system.	119 days	< 61 days
Council planning decisions upheld at VCAT	There were three decisions that were presented to VCAT this quarter: One was affirmed, one was withdrawn, and one was remitted.	100%	> 60%
Completion of milestones of key strategic plans:	Rural Land Use Strategy - Met milestones	83% of milestones	> 90% of milestones
- Rural Land Use Strategy - Housing and Settlement Strategy - Eagle Point Structure Plan - Paynesville Structure Plans - East Gippsland Sporting Facilities Plan - Public Open Space Strategy	Housing and Settlement Strategy - Met milestones Eagle Point Structure Plan - Met milestones Paynesville Structure Plans - Behind schedule East Gippsland Sporting Facilities Plan - Met revised milestones Public Open Space Strategy - Met milestones		

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

Action Code	Action Name	Comments	Progress	Status
2.2.1	Implement the asset management framework to drive Council's capital and maintenance infrastructure investment in a transparent and financially sustainable way	A detailed review of the current CONFIRM system's functionality and usability continued. This review included detailed assessments and workshops with key internal users and asset managers. The assessment report was received, and the recommended improvement actions will commence implementation in quarter four. Valuations on key Council assets also commenced in the quarter	75%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
2.2.2	Develop and commence the implementation of service standards for the maintenance of asset classes	Prior to the development of service standards there is a requirement to review and improve service processes. In quarter 3 this work included completion of a detailed assessment of the Project Management Framework (PMF), PULSE and alignment of the PMF and the Asset Management Framework. A service standard was also drafted for the maintenance of mowed areas of the Shire.	60%	
2.2.3	Work with community and stakeholders to plan, design, implement and maintain infrastructure to meet community needs in an affordable way	There are currently 84 projects that are in the project planning or detailed design stages. The East Gippsland Your Say page has 67 current projects that are regularly monitored and updated to ensure the community remains informed. Key projects have established project reference and project control groups to ensure ongoing consultation and that the intended project outcomes meet community needs.	75%	
2.2.4	Deliver a capital works program and asset management program that is aligned to community need and is able to be delivered within Council resources	As of 31 March 2023, \$27.75 million had been expended on Capital Projects with a further \$33.85 million committed via awarded contracts. This provides a combined total of \$61.6 million of the \$114 million adopted Capital program. It is acknowledged that the Capital budget for this year is extensive, however much of the budget comes from external sources, with only approximately \$25 million being Council cash, which is on par with 'normal' years. The Total Program now has 254 individual projects. Of these 45 are completed; 6 projects remain on-hold whilst external funding sources are confirmed; 26 projects have been withdrawn or transferred from the 2022/23 program. All other projects in the program are progressing. As at the end of March 2023, \$53 million of program has been carried forward to 23/24, of which \$23.79 million is already committed.	55%	
2.2.5	Build the capacity of volunteer groups and provide support for volunteer managed community facilities	While general support for Committees of Management has continued on a day-to-day level, Officers have commenced discussions with Committees of Management regarding the development of Strategic Plans. This will feed into a targeted program to support organisations in the development of these plans.	75%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	Result	Target
Asset renewal and upgrade expenses as a percentage of depreciation	This indicator is only calculated at year end when the financial data has been reconciled.	-	> 100%
Percentage of adopted capital projects completed at the conclusion of the financial year (based on the most recent amended budget)	The Total Program now has 254 individual projects. Of these 45 are completed.	17.71%	> 80%
Percentage of sealed roads that meet Council's target condition rating	The condition of sealed road assets is assessed every three years.	97.45%	> 97%
Community satisfaction with appearance of public areas in East Gippsland	Quarterly surveys with the community concluded this quarter and the results will be released later in the year.	-	≥ Large Rural Council average
Committees of Management and volunteer groups for Council managed land with a guiding plan	Several Committees of Management have been contacted by a newly appointed Officer, to commence the development of a strategic plan.	0	≥ 10
Percentage of community recreation reserves and halls asset condition above target condition rating	Development of target condition ratings assessment process underway.	-	Target to be confirmed in 2022-23

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

Action Code	Action Name	Comments	Progress	Status
Major initiative 5	Implement a climate risk analysis to identify the likely impact of extreme weather and climate events on Council's infrastructure assets, and ability to provide community services	The finalisation of the streetlight upgrade has allowed Council to claim funding through the issuance of Victorian Energy Efficiency Certificates (VEEC). This money will be put towards tendering the climate risk analysis with work to progress in the next quarter. A grant was also submitted to the Federal Government for funding through the Disaster Ready Fund. The success of this grant is unknown. In the interim, Officers commenced development of methodologies to support the use of the data (once obtained) for internal and external use.	50%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
2.3.1	Develop and implement plans that enhance the organisation's preparedness and ability to manage and mitigate the impact of natural disasters	An annual training plan was drafted to enhance capability and capacity of Council staff. The development of the 'Council is Prepared' plan is progressing with a roadmap drafted. Transition is underway for the Natural Hazard Preparedness Plan to inform Council activities and management of Occupational Health and Safety. Council has continued to build relationships in the development of Local Incident Management Plans and development of awareness of assembly area roles. The goal of this work is to progress towards Community Emergency management plans that will inform Council and emergency service response to future events.	80%	
2.3.2	Develop new approaches to road renewal and maintenance that improves resilience to changing climatic conditions	The Australian Government House of Representatives Standing Committee on Regional Development, Infrastructure and Transport has launched an inquiry into the implications of severe weather events on the national regional, rural, and remote road network. A submission was prepared and lodged with this Standing Committee, as Council has experienced eight separate severe weather events, resulting in over \$3 million of claimable damages over the past 12-months and a significant fire event in 2019-20 that resulted in over \$14 million of damage to the local road network. Officers continue to review new opportunities to modify and improve the approach to road renewal.	70%	
2.3.3	Design new infrastructure to meet changing climatic conditions and is resilient to the impact of natural disasters	The project to collect critical data on road condition to enable review of design and materials considerations through the Forward Design Program has commenced. To support this, a review of Road Maintenance data is also underway. For non-road infrastructure related projects, assessments such as hydrological and geotechnical investigations are undertaken to inform best practice design. These works consider future climate resilience.	75%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
2.3.4	Support and strengthen municipal emergency planning arrangements to meet community expectations for resilience and preparedness	Council assisted with development of Local Incident Management Plans in Bengworden, Clifton Creek, Sarsfield and Twin Rivers. Council also worked with the Safer Together CBBM Officer in relation to Cann Valley and Buchan Communities and the development of Community Emergency Management Plans.	75%	
2.3.5	Support communities to enhance resilience and strategically respond to recovery challenges and opportunities, including through support to Community Recovery Committees	Council continued to work with Community Recovery Committees (CRCs) on community recovery priorities, most of whom identified resilience and disaster preparedness as a top priority. Council has allocated funding (provided by Victorian and Commonwealth Governments) to support this as required. Council has also worked closely with communities to build resilience and deliver programs, including Relief Centre Training, strengthening communications and infrastructure. A large number of community events have been delivered through funding to build community connectedness and resilience.	75%	

Strategic Indicators

Name	Comments	Result	Target
Community satisfaction with emergency and disaster management	Quarterly surveys with the community concluded this quarter and the results will be released later in the year.	-	≥ Large Rural Council average
Percentage of communities that need a Local Incident Management Plan have one in place and reviewed as needed	Local Incident Management Plans continue to be developed throughout East Gippsland communities, with the creation of new community plans and the review of existing plans with community.	-	100%
Milestones achieved for climate risk analysis	Funding has not yet been secured to progress this work.	-	100%

Progress Indicator Legend

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



Councillors and staff toured the recycling and materials recovery centre at Tambo Waste in Bairnsdale.

3

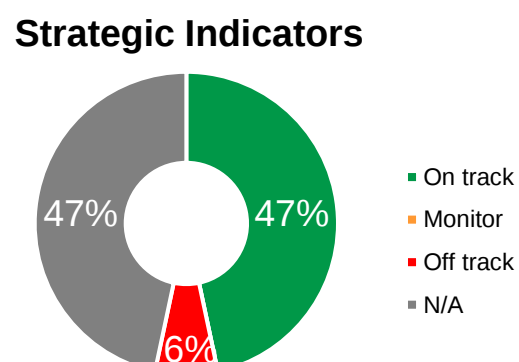
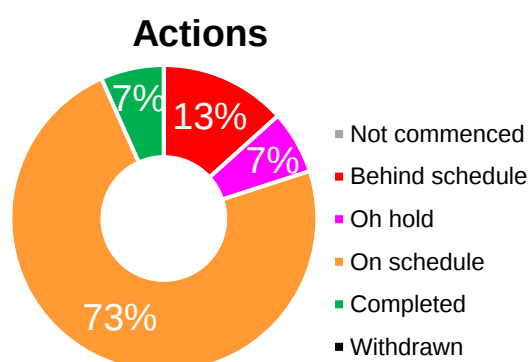
A natural environment that is managed and enhanced

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	Status
3.1.1	Council's greenhouse gas emissions from energy use are reduced through key projects that include: • Install and commission permanent landfill gas flare at Bairnsdale Landfill; and • Purchase additional alternate fuel vehicles for Council's passenger fleet	Council finalised the LED streetlight upgrade and the installation of four Council electric vehicle (EV) charging stations in Omeo, Bairnsdale, Orbost and Cann River. Council officers also worked with Tesla (Cann River), and EVIE to install EV chargers at Bairnsdale. Additional chargers are being planned by EVIE for Paynesville, Bruthen and Lakes Entrance. Council are working on installing additional chargers at Mallacoota, Buchan and Lakes Entrance. Other achievements this quarter included: • Commencement of work on investigating the viability of using geothermal power to replace gas at key locations. • A business case/transition plan to convert the council fleet to alternate fuel sources has commenced with some preliminary inquiries. • The landfill gas flare at Bairnsdale has been installed and is now operating.	75%	
3.1.2	Develop processes and tools that support whole of community (local business, community organisations, and individuals) to take action and participate in a climate response	The Gippsland Alliance for Climate Action (GACA) Strategic action plan was formerly adopted and projects are now being developed with partner councils. The Patties Environmental Upgrade Agreement (EUA) was formerly endorsed, being the first EUA in East Gippsland. The draft Environmental Sustainability Action Plan has been completed for presentation to Council in early May 2023. This details actions to support a range of stakeholders to plan for and respond to climate change.	75%	
3.1.3	Implement infrastructure enhancement and improvements to respond and assist in managing impacts of climate change	Road Condition Assessment has now commenced and will provide critical data on road condition to enable review of design and materials considerations through the Forward Design Program. To support this, a review of Road Maintenance data is also underway. A range of drainage improvement projects have also been commenced. Council has also been seeking an in-house drainage engineer to assist manage inundation and manage the risk of flooding to our road assets.	65%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	Result	Target
New public electric vehicle charging stations installed	Four chargers have been installed and are now operating. An additional three chargers in Buchan, Lakes Entrance and Mallacoota are still progressing with installation. A tender has been awarded to RACV solar for the installation of these three units over the coming months.	4	> Seven stations
Proportion of Council passenger vehicle fleet is electric, hybrid or uses alternate fuel sources	There was no change to Council's fleet this quarter. Of the 127 vehicles in Council's fleet; 15 are hybrid; - one is an alternate fuel source; and - one is a full electric.	13.4%	> 10%
Total kilowatt hours output from renewable energy systems at Council owned facilities	Renewable energy usage is reported annually.	-	> 10%
Percentage of Council's electricity use from renewable sources	Emissions are reported annually.	-	> 95%
Reduce Carbon emissions from Council's operations	Target will be reported on at the end of the financial year.	No Data	< 5,535

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

Action Code	Action Name	Comments	Progress	Status
3.2.1	Undertake community education to promote the need to protect the natural environment and actions community members can undertake to support this	Opportunities to provide community education included: - Publishing of the autumn edition of environment connect. - Staff attended the Orbost show, Council raffled 3 nest boxes and copies of the Sustainable Gardening booklets were issued to the public. - The environmental sustainability strategy 2022-2032 summary brochure was released.	75%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
3.2.2	Further develop sustainable practices and implement projects around water and land use, which includes the construction of Crooke Street, Bairnsdale wetland	The tender for the Crooke Street wetland was readvertised and is due to be awarded in May 2023. The draft Housing Strategy has been prepared to include policy directions to consider natural environment values and sustainability principles.	75%	
3.2.3	Advocate for appropriate State Government support for Council's management of public land for natural and biodiversity purposes	Council attended meetings with both State and Commonwealth local Members of Parliament to discuss the progress of Capital projects and provided updated advocacy material and briefing notes for a range of meetings.	75%	
3.2.4	Continue to manage fire effected Council land to protect biodiversity and ensure public safety, including completing the War on Weeds projects	Council received a grant under Federal Government the Bushfire Recovery for Wildlife and Habitat Community Grants program to undertake weed surveillance and treatment along Betka Beach to Pebbly Beach at Mallacoota. Works have been undertaken over 70 hectares to target emerging and known weed species in this area to protect regenerating vegetation communities and associated fauna, this project is almost completed. A second grant under this program received for bushfire impacted roadsides has allowed an additional 1000km of roadsides to be assessed and treated for emerging and regenerated weeds, this project is completed.	99%	
3.2.5	Develop and implement suitable plans for managing storm water and water within new urban development	Work continued on the Stormwater Strategy for Lakes Entrance Northern Growth Area, which is the priority for urban stormwater management.	75%	

Strategic Indicators

Name	Comments	Result	Target
Community satisfaction with slashing and weed control	Quarterly surveys with the community concluded this quarter and the results will be released later in the year.	-	≥ Large Rural Council average
Kilometres of regionally controlled and prohibited weeds treated	The kilometres of weeds treated is not tracked periodically, it is calculated at the end of the financial year.	-	> 200 kilometres annually
A baseline for the quality and quantity of land being managed for 'at risk' habitat, biodiversity purposes, and community safety on Council and private land	The baseline is still under development with no further action in quarter three.	-	Baseline to be developed

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Status
3.3.1	Establish which values are to be managed and develop management plans to guide management of key Council land	A wildlife impact study for Toonalook Waters wetland has been developed in Quarter Three. Assessment of several erosion matters is still ongoing with the persistent wet weather leading to several issues across the region.	50%	
3.3.2	Implement a framework to support partners and volunteers to work on key priority projects for Council land	Actions relating to volunteer management for environmental purposes is on hold while a Volunteer Management Policy is developed.	10%	
3.3.3	Complete the Bairnsdale Alternative Water Project with the development of water management (including effluent) plan for Bairnsdale Saleyards	Funding was confirmed for the development of a water and effluent management plan for the Saleyards following discussions with DEECA and East Gippsland Water. Detailed planning will progress in quarter four.	75%	

Strategic Indicators

Name	Comments	Result	Target
Total investment in Council managed land to support natural areas	The large increase in investment in Council managed land this quarter was due to Council undertaking significant roadside fire slashing and weed management during the quarter.	\$1,173,204	≥ \$1.710 million annually

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Status
Major initiative 6	Support the circular economy through initiatives that reduce waste going to landfill, including: - Value adding green and organic waste; and - Introducing appropriate glass collection services at locations throughout the Shire.	A detailed business case for the management of organic waste has been developed and externally peer reviewed. Additionally, the tender for the detailed design of a organics composting facility has been awarded and the project commenced. Eight glass collection facilities are operational at Waste Transfer Stations.	75%	
3.4.1	Develop and implement waste education programs to focus on key areas of waste reduction	Staff attended the Orbost Show and delivered education on home composting, establishing worm farms, and other sustainable waste decisions. Education was also delivered on grades of mulch and how to avoid green waste contamination. Waste education material to further promote and engage the community about green organics is currently being developed for use in future extensive educational programs, in preparation for the introduction of Food and Garden Organics in 2027. Customised education material and signage was made for Clifton Creek Hall to assist and educate users of the hall and recreation reserve on recycling.	80%	
3.4.2	Implement the Waste Minimisation Action Plan, including delivering key actions: - Conduct a comprehensive waste service review; - Transition Cann River's waste service to a Transfer Station Service and remediate the existing landfill; and - Develop a framework for reporting and tracking of illegal dumping	Preparation of a project plan and scoping for the commencement of a review of waste services is currently underway. The progression of works to remediate the existing Cann River Landfill and establishment of a new Transfer Station has been delayed. Following the determination of VCAT and subsequent meetings with members of the Cann River community, Council determined to not progress with the permit application for the construction of a new facility at Gauge Track. A meeting to explore alternative locations with the community has been scheduled for May 2023. The development of a framework to tackle illegal dumping will commence from July 2023.	25%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
3.4.3	Support the inclusion of more recycled materials in council's infrastructure and maintenance program, with particular focus on roads and footpaths	Council met with local supplier Cranes at their new Recycled Asphalt (RAP) facility to better understand new product that will soon be available. Cranes will soon be able to supply a RAP product that meets Austroads Specifications for use on Council roads, along with a new Crumbed Rubber bitumen product, produced using old car and truck tires. Cranes are also supplying a recycled rock product that will be used as a road base where suitable.	40%	

Strategic Indicators

Name	Comments	Result	Target
All Council offices have four streams of recycling (co-mingled, organics, soft plastics, paper/cardboard)	Three streams were introduced via the Green Team – co-mingled, organics, and paper/cardboard. Soft plastics were not an option at this stage.	80%	100%
Number of community waste education programs delivered	Council attended the Orbost Show as an opportunity for education, organising an information treasure hunt, which created significant interactions and engagement with stall holders and the community.	4	≥ Five programs annually
Proportion of recycled content in construction projects on Council assets	Of the 137 projects currently in delivery or completed this financial year, 38 used recycled materials.	27.7%	> 10%
Community satisfaction with waste management	Quarterly surveys with the community concluded this quarter and the results will be released later in the year.	-	≥ Large Rural Council average
Number of new waste streams collected through waste facilities	A new textile collection trial will commence in the new financial year at the Bairnsdale Landfill in conjunction with Textile Recyclers Australia.	1	≥ 2
Kerbside collection waste diverted from landfill	Data provided by Tambo Waste.	55.52%	> 52%

Progress Indicator Legend

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



Sam Marwood, founder of social enterprise Cultivate Farms, shared innovative approaches to farm succession at the Succession Expo, hosted by Council.

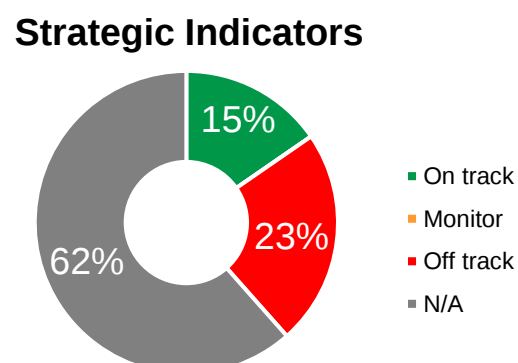
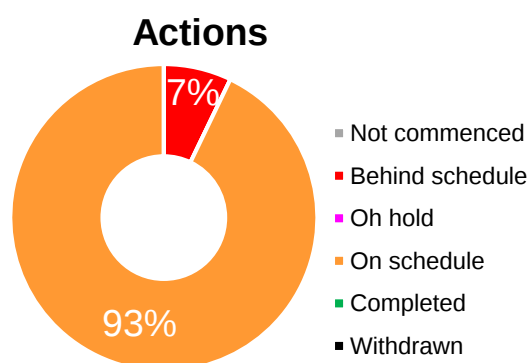
4 A thriving and diverse economy that attracts investment and generates inclusive local employment

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	Status
4.1.1	Support businesses to leverage digital technologies to access new markets and create new products and services	Council is awaiting proposals for delivery of Digital Connectivity project, which is due to commence late quarter four. Programming has been completed for the Youth Agritech Expo for event delivery in May 2023.	40%	
4.1.2	Support business transition toward greater resilience and adoption of environmentally sustainable initiatives or practices and fostering of the circular economy	Council has secured funding and undertaken planning to support a range of projects designed to support businesses across a range of sectors, transitioning toward greater resilience and sustainability.	60%	

Strategic Indicators

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

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Status
4.2.1	Facilitate engagement with young people, youth organisations and social enterprises to understand barriers to training and employment and their vision for the future	A networking breakfast, hosted by East Gippsland Marketing explored barriers to skill development and youth employment in the region.	30%	

Strategic Indicators

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

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

Action Code	Action Name	Comments	Progress	Status
4.3.1	Develop a program to identify, foster and promote emerging business leaders, entrepreneurs and new investors	A new program was developed this quarter, for commencement in quarter four. The Community-owned Enterprise Forums was developed in partnership with ACRE (Australian Centre for Rural Entrepreneurs) to support community members to explore co-operative investment in ventures to secure jobs, build local capacity and profit share within their local communities. Additionally, the newly developed Invest East Gippsland Website was released.	60%	

Strategic Indicators

Name	Comments	Result	Target
Participation in Council run programs delivered to support business growth	There were 268 participants across 9 Council run programs to support business growth this quarter.	786	≥ 300 participants annually
Number of new businesses registered	This is only reported annually by the Australian Bureau of Statistics and will be	-	> 394 businesses

Progress Indicator Legend

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

Name	Comments	Result	Target
	updated when the new figures are available.		

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

Action Code	Action Name	Comments	Progress	Status
4.4.1	Review and enhance the coordination of Business Concierge Services	A Business Concierge Officer has been appointed supporting continuation of the concierge service.	40%	
4.4.2	Implement the outcomes of the Better Planning Approvals Project	Implementation of outcomes will commence following the implementation of Council's new Civica platform.	25%	

Strategic Indicators

Name	Comments	Result	Target
Average processing time for goods on footpath permits	There were 22 new Goods on Footpath permits issued for the period 01/07/2022 - 31/12/2022 with an average of 12 days to action.	12 days	≤ 8 days
Average processing time trading permits	There were 8 new trading permits for the period 01/07/2022 - 31/12/2022 with an average of 12 days to action	12 days	≤ 6 days
Average processing time for domestic animal business registrations	There were no new Domestic Animal Businesses permit issued for the period 01/07/2022 - 31/12/2022.	-	≤ 6 days

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

Action Code	Action Name	Comments	Progress	Status
Major initiative 7	Implement the Tourism Events Action Plan 2022-26	The Pathways to Growth Program commenced this quarter with the Twin Rivers Bream Classic holding their inception meeting and workshop to develop objectives and an action plan. The Mallacoota Wild Harvest Seafood Festival inception meeting and workshop is scheduled quarter four.	40%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
4.5.1	Partner with relevant stakeholders to implement key actions of the Destination Management Plan	The STAY Buchan and STAY Omeo agri-tourism business forums were held this quarter, with both events attracting more than 80 participants, who were keen to learn more about the potential for diversifying their income through provision of quality tourism accommodation. The development of the Rural Land Use Strategy has been well timed and provides a solid basis for discussion and education around what is feasible and possible for agri-tourism and nature-based tourism under the regional planning scheme. Additionally, nine tourism operators have been selected to undertake Ecotourism Certification as part of East Gippsland's commitment to pursuing Global Eco Destination Status.	50%	
4.5.2	Undertake major projects that enhance the look and feel of our towns, improving the tourist experience and facilitating business investment including: • Buchan Streetscape and Activation Project; • Bruthen Streetscape and Activation Project; and • Mallacoota Streetscape Project.	The Bruthen Streetscape is under construction and due for completion in mid-2023. Construction for the shared path at Buchan is also nearing completion, with further streetscape works to be tendered prior to the end of financial year. The Mallacoota Streetscape detailed design is now complete and construction tender will be advertised prior to June 2023. Similarly, the upgrade of Nowa Nowa service road and commercial area is set to commence in May 2023 and be completed later this year. A range of other town improvement projects were also advanced during the quarter including design of the Jemmy's Point lookout and trails which will begin construction in the coming weeks and will be completed by the end of the year. Improvements to on-street parking and design of a skate park in Cann River will be tendered for construction prior to June 2023. Civil work improvements to Bullock Island in Lakes Entrance have also commenced and are on schedule.	75%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
4.5.3	Upgrade the Bairnsdale Airport and work towards attracting a commercial air service to the region	The Bairnsdale Airport expansion progressed with the recent notification of a successful grant application of \$1.5 million for the construction of an Air Ambulance Patient Transfer Station. This extension will greatly improve the time taken to move patients, and the comfort and privacy of patients. The runway upgrade works have been delayed by the requirement to undertake further Ecological reports and Native Vegetation assessments prior to construction commencing.	50%	
4.5.4	Review Council's approach to the provision and management of caravan and camping facilities on Council managed land	Council has reviewed the approach to Caravan Park Management. A Council Managed Caravan Park Policy is scheduled for consideration by Council in quarter four. Current parks will be assessed and managed based on the strategic direction approved for each facility.	95%	

Strategic Indicators

Name	Comments	Result	Target
Number of tourism events held during the low and shoulder season periods	Events held; • East Gippsland Winter Festival; • Deep in the Weeds; • Twin Rivers Bream Classic; • Tennis Seniors Victoria National Ranking Tournament; • Round 4 Victoria Bream Classics Marlo; • Squash Victoria Country Individuals Championship; • Friends of the Mitta Give Back to the Mitta; and • Great East Rail Trail Ride.	8	> 50 events
Total visitation to East Gippsland (international, domestic and daytrip combined)	Visitation increased by 19%, to 1.35 million for the period January 2022 to December 2022 compared to the previous year.	1.35 million <i>(for period 1 January 2022 – 31 December 2022)</i>	> 1.3 million
Tourism expenditure in East Gippsland	Tourism expenditure increased by 64.8% to \$638 million for the period October 2021 to September 2022 compared to the previous year. This was three times higher than any other local government area in Gippsland.	\$638 million <i>(for period 1 October 2021 – 30 September 2022)</i>	> \$360 million

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	Status
4.6.1	Explore export potential with local businesses who have globally competitive products	Engagement with local businesses with export potential continued occurring on an as-needs basis. Suppliers with potential to service the emerging renewable energy sector are being identified in preparation for growth anticipated by this sector. International-ready tourism products in Mallacoota, Buchan and Metung were included in international wholesaler itineraries following the Australian Tourism Exchange as part of the Sydney to Melbourne Touring Route.	25%	
4.6.2	Promote the shire as emerging leaders in sustainability and climate change adaptation	Council presented at Ecotourism Australia's 'Eco-think' conference in Queensland this quarter. The forum attracted representatives from across Australia to learn best practices in tourism sustainability. Council was one of a select group of leaders to be invited to help shape the next iteration of Ecotourism Australia's business sustainability certification program and identify the industry tools needed to encourage more businesses to integrate corporate social responsibility reporting. Council has also continued to deliver high profile sustainability projects, such as installing four 50kW electric vehicle charging stations, 100 percent recycled rubber was used in the synthetic hockey pitch at the WORLD Sporting Precinct and completing the LED streetlight project across East Gippsland. These projects have been promoted through a media release, Council's Community Newsletter and Environment Connect newsletter.	75%	
4.6.3	Provide a voice for agriculture in Council's activities through the Agriculture Sector Advisory Committee (ASAC)	ASAC's quarterly meeting considered and provided advice in relation to Strengthening Resilience in the Horticulture Sector and Aging on Farms - Succession Planning.	75%	

Progress Indicator Legend

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

Strategic Indicators

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

Progress Indicator Legend

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



As an outcome of Council's service review into Service Centres and Libraries, the opening hours of Service Centres and Libraries were adjusted this quarter, for a 12-month trial period.

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

Progress Indicator Legend

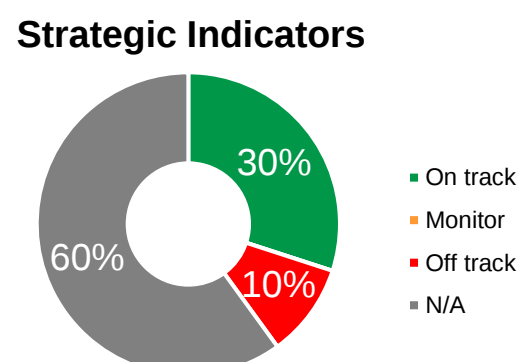
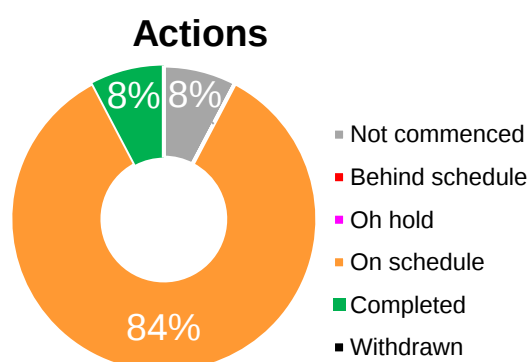
● - Not commenced
 ● - Behind schedule
 ● - On hold
 ● - On schedule
 ● - Completed
 ● - Withdrawn

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



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

Summary of performance



Council services provided

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

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

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

Action Code	Action Name	Comments	Progress	Status
Major initiative 8	Implement the Customer Experience Strategy. Key projects include:	The Customer Response Module of Council's new Civica program was implemented with reporting to commence in quarter four.	85%	
	- Enhance systems and processes to increase resolution of customer enquiries and requests at first point; and - Streamlining customer response systems and processes	Council's Customer Response Policy, procedure and charter were progressed by Customer Response triage, with a draft to be developed in quarter four.		

Strategic Indicators

Name	Comments	Result	Target
Community satisfaction with customer service	Quarterly surveys with the community concluded this quarter and the results will be released later in the year.	-	≥ Large Rural Council average

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

Action Code	Action Name	Comments	Progress	Status
5.2.1	Participate in One Gippsland advocacy activities	There was one meeting this quarter on February 17, which involved: - discussion regarding opportunities and challenges in this period of transition for the region; - discussion for the development of a transition plan for the region with a strengths-based vision, long-term opportunities, and include a focus on transitioning workers from traditional industries; and - discussion on an appropriate title for the transition plan.	75%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
5.2.2	Deliver an advocacy program that focuses on Council's priorities. Key priorities include: • Seek homelessness funding allocation through 'Big Housing Build'; • Seek commitment for support to bushfire recovery services at least until year five; • Seek commitment to telecommunications infrastructure upgrades; • Seek funding programs to implement a net zero emissions target; and • Seek funding and support for management of remnant vegetation and weeds on Council managed reserves and road reserves.	Council continued to advocate for several projects and programs, including: • Advocacy for continued Bushfire Recovery funding, which is currently subject to 2023/24 State Government budgetary decisions. • Allocation of funding to support mental health services until June 2024. • Continued commitment to the delivery of the roadside weed and pest program. • Development of a 'Youth Foyer' through Kids Under Cover. • Supported delivery of social housing in Mallacoota in conjunction with Homes Victoria. • Submission to a Parliamentary Inquiry into the impact of severe weather on roads; • Presented to a parliamentary Hearing on Regional Banking. • During the quarter the CEO and Councillors also met with a range of State and Federal Parliamentarians including the Federal Minister for Local Government to advocate for the region on a number of key issues.	75%	

Strategic Indicators

Name	Comments	Result	Target
Community satisfaction with advocacy (lobbying on behalf of the community)	Quarterly surveys with the community concluded this quarter and the results will be released later in the year.	-	≥ Large Rural Council average

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

Action Code	Action Name	Comments	Progress	Status
5.3.1	Build Council's capacity to deliver consistent and effective community engagement, and embed use of the Community Engagement Toolkit	A request for quotation was released seeking assistance to complete a review and develop a roadmap for embedding effective community engagement in Council.	5%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Status
5.3.2	Strengthen how council's Place Manager model can support ongoing community engagement in remote areas of the municipality	Council progressed planning for the integration and alignment of the Recovery Place Manger Model and Community Place Manger Model, with changes to position descriptions. All future recruitment is in consideration of these changes.	60%	
5.3.3	Conduct strong and effective community engagement for all major strategies and projects	Council delivered strong community engagement this quarter: - Community engagement continued for the Rural Land Use Strategy and the House and Settlement Strategy Discussion Paper. Further engagement is also planned for the Discussion Paper in quarter four. - Additional consultation occurred for the development of the Municipal Health and Wellbeing Plan - "Well placed for Wellbeing 2021-25", which included informative videos, draft documentation, survey responses and a facilitated Q&A session. This is in addition to the consultation that has already occurred with over 1000 people in the development of the Wellbeing Plan. - Consultation on the draft Culture and Creativity Strategy concluded early in quarter 3. - Survey feedback was also collected this quarter for the Myer Street Upgrade - Lakes Entrance and RV Friendly accreditation in Orbost.	75%	

Strategic Indicators

Name	Comments	Result	Target
Community satisfaction with community consultation and engagement	Quarterly surveys with the community concluded this quarter and the results will be released later in the year.	-	≥ Large Rural Council average
Community satisfaction with making community decisions	Quarterly surveys with the community concluded this quarter and the results will be released later in the year.	-	≥ Large Rural Council average
Community satisfaction with informing the community	Quarterly surveys with the community concluded this quarter and the results will be released later in the year.	-	≥ Large Rural Council average

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Status
5.4.1	Undertake service reviews for priority services and implement recommendations	The Service Centre and Libraries Service Review was completed and presented to Council for consideration on 8 Nov 2023. Work continued on the Visitor Information Centres Service Review and the Forge Theater Service Review was incorporated into the Draft Culture and Creativity Strategy. An internal audit was also completed on grants this quarter. In addition to the above, several process or service improvements have been undertaken during the period. Further, an Organisation Capability Review has been scoped for the next financial year.	100%	
5.4.2	Fit for purpose technology is explored, implemented and used to generate productivity and efficiency gains across the organisation. Key projects include: • Replace Rates, Property, Planning and Customer Request Management system; • Improve datacentre capability through reduced infrastructure footprint; and • Replace electronic records management system (multi-year project)	Council has successfully achieved major technology initiative milestones for this quarter. Highlights for this quarter include the following: 1. <i>Replacement of the Pathways system</i> - Council has successfully implemented the Civica platform's Customer Request Management and Registers without any issues and is on track to deliver the Rates, Property and Planning modules at the beginning of the new 23/24 financial year as planned. 2. <i>Datacentre consolidation</i> – Fully completed. 3. <i>New Electronic Document and Records Management Solution</i> (in collaboration with Wellington Shire Council) - A council report in relation to the joint tender procurement with Wellington Shire Council will be submitted to Council for consideration in May 2023. The project is on track to finalise stage 1 of this multi-year project by June 2023.	90%	

Strategic Indicators

Name	Comments	Result	Target
Number of service reviews undertaken	The Service Centre and Libraries Service Review was completed and presented to Council for consideration on 8 Nov 2023.	4	2 reviews

Progress Indicator Legend

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

Name	Comments	Result	Target
	The Visitor Information Centres Service Review continued, and Forge Theater Service Review was incorporated into the Draft Culture and Creativity Strategy. An internal audit was completed on grants this quarter.		
Permanent workforce has access to mobile technology	Up to 90% of full-time staff and key council positions (90% of full time EFT staff) now have access to mobile technology (laptop, tablet or mobile phone devices).	90%	> 70%

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

Action Code	Action Name	Comments	Progress	Status
5.5.1	Manage resources in accordance with Council's 10-year Financial Plan and asset management plans	The 10 Year Financial Plan and the Asset Management Plans form the basis of future decisions to ensure resources are managed in accordance with those plans and ongoing financial sustainability.	75%	
5.5.2	Advocate to funding bodies to attract external and partner funding for high priority needs	Council continued to advocate this quarter for funding for a range of projects and activities. These included: - Grant submission to the Federal Government through the Disaster Ready Fund for the completion of a climate risk analysis. - Grant submissions were made for a range of key infrastructure projects including Bastion Point Boat Ramp Maintenance and lighting upgrade at the Lindenow South Recreation Reserve Oval. - Council has advocated for further support to landholders rebuilding following the 2019/20 black summer fires and securing additional funding for other agencies providing recovery support.	75%	

Strategic Indicators

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

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Status
Major initiative 9	Review and redevelop the organisation's Occupational Health and Safety Management System	The revised OHS Policy was completed and approved by the CEO. Visits were undertaken with the consultant to inform the new Safety Management System. A draft with comprehensive procedures was developed this quarter and will be reviewed by Council in quarter four.	60%	
5.6.1	Implement the Workforce Plan 2021-25. Key actions include: - Review attraction and retention strategies; - Deliver structured leadership development training; and - Create succession plans for key roles.	Leadership Capability Framework has been developed and training has been scheduled for 2023.	45%	
5.6.2	Deliver actions from the Gender Equality Action Plan. Key actions for include: - Update employee diverse data collection systems; and - Implement a safe and inclusive workplace training framework.	The Gender Equality Action Plan is on schedule, with 29% of strategies completed. This quarter, data was collected and collated for upcoming surveys and reporting.	60%	

Strategic Indicators

Name	Comments	Result	Target
The percentage of actions implemented from the Workforce Plan 2021-25	There are a number of initiatives currently underway, with the Workforce Plan 2021-25 on schedule.	25	≥ 80%
Unplanned annual staff turnover rate	The unplanned staff turnover for the period was slightly above the quarterly target of 3%; however, the result is still on track to be below the annual target.	3.42%	≤ 12% annually

Progress Indicator Legend

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

Contact us

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Contact Centre: (03) 5153 9500

National Relay Service: 133 677

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In person

Bairnsdale: 273 Main Street

Lakes Entrance: 18 Mechanics Street

Mallacoota: 70 Maurice Avenue

Omeo: 179 Day Avenue

Orbost: 1 Ruskin Street

Paynesville: 55 The Esplanade

Outreach Centres

Bendoc Outreach Centre - 18 Dowling Street

Buchan Resource Centre - 6 Centre Road

Cann River Community Centre - Princes Highway