



Council Plan Progress Report – Quarter Four 2021-22

Period ending 30 June 2022

Contents

| | |
|---|----|
| Major Initiatives | 4 |
| 1. An inclusive and caring community that respects and celebrates diversity | 5 |
| 2. Planning and infrastructure that enriches the environment, lifestyle, and character of our communities | 13 |
| 3. A natural environment that is managed and enhanced | 22 |
| 4. A thriving and diverse economy that attracts investment and generates inclusive local employment | 29 |
| 5. A transparent organisation that listens and delivers effective, engaging, and responsive services | 38 |

Front cover image

The Omeo community was thrilled to officially mark the beginning of construction of the Omeo Mountain Bike Trails and welcome the announcement from Parliamentary Secretary for Regional Victoria, Danielle Green and Mayor Cr Mark Reeves

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.

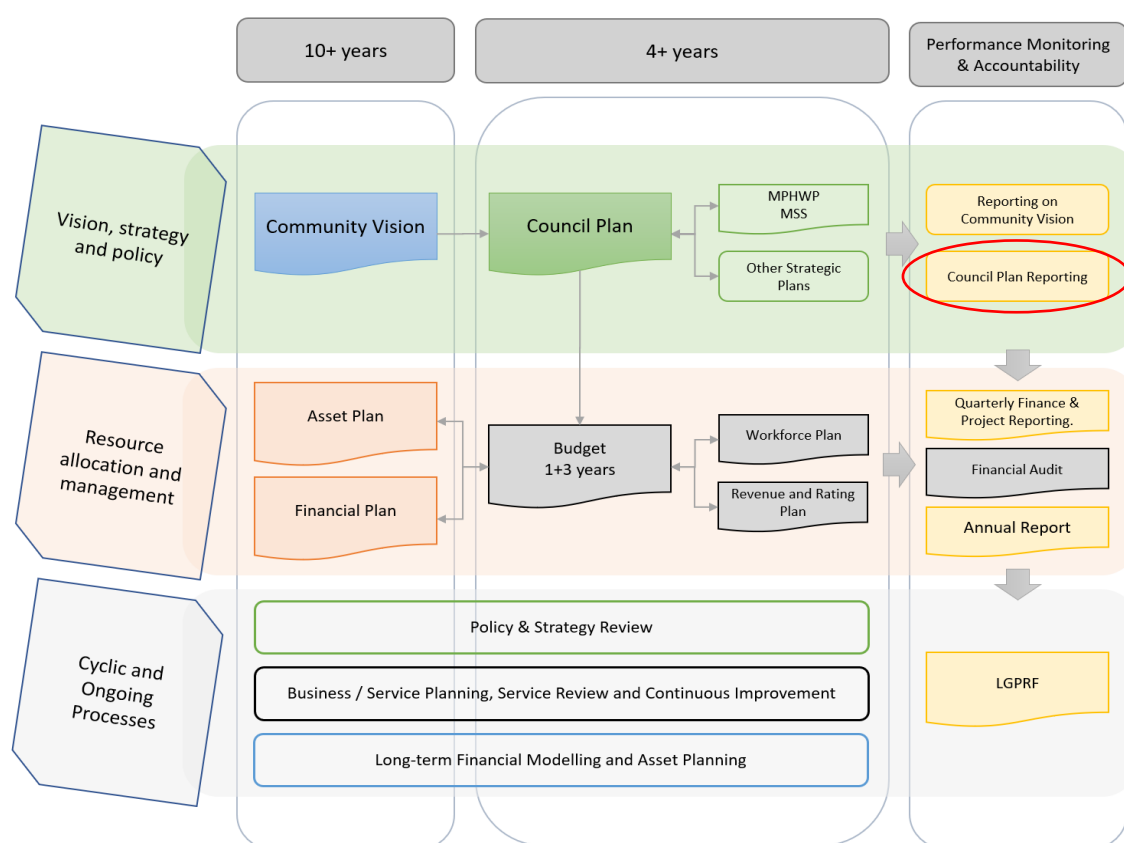
Our Vision

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:

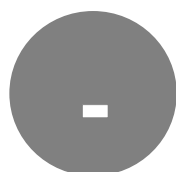
- MPHWP = Municipal Public Health and Wellbeing Plan
- MSS = Municipal Strategic Statement
- LGPRF = Local Government Performance Reporting Framework

Major Initiatives

Status of major initiatives

Council identified 10 major initiatives for 2021-22. Major initiatives are high priority activities from the Council Plan that will require substantial time and resources to deliver.

Overall progress against these initiatives is summarised below.



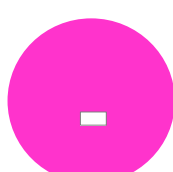
Not commenced

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



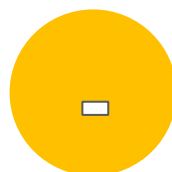
Behind schedule

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



On hold

Progress has been placed on hold.



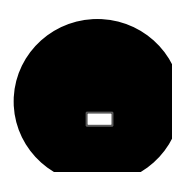
On schedule

Progress is on schedule



Completed

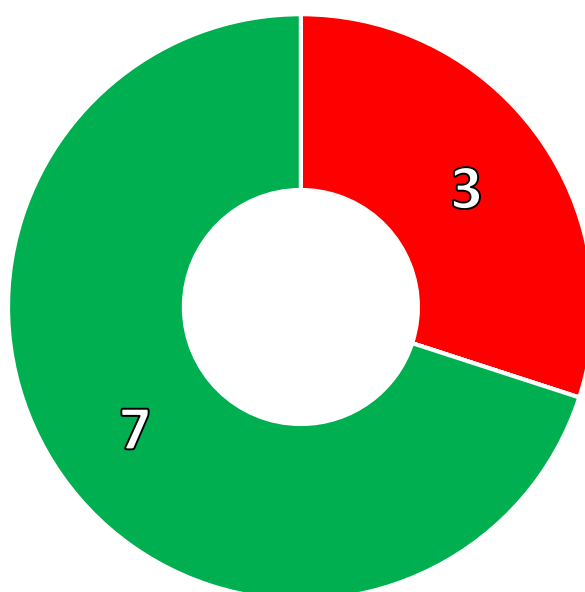
Activity or project is fully completed



Withdrawn

Activity is no longer a focus and has been withdrawn.

Major initiatives



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



Council held local volunteer acknowledgment events to recognise the contribution volunteers make to our community, and to launch the East Gippsland Volunteer Honour Roll. Pictured: Mayor Councillor Mark Reeves with volunteers at Cann River.

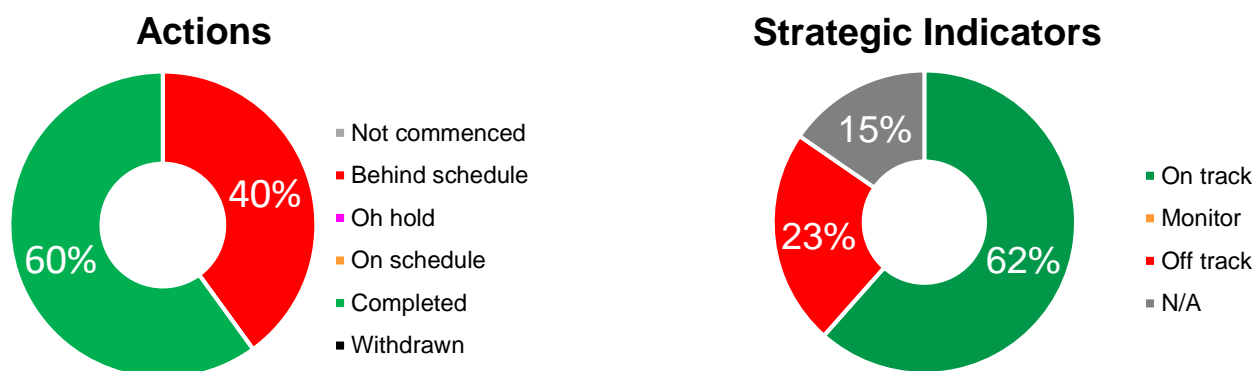
1 An inclusive and caring community that respects and celebrates diversity

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 all infrastructure construction and upgrades | <p>Universal access principles are embedded in the Project Management Framework, project management software and project design. This includes key approval hold points in the project and design review phase for assessing universal access has been considered.</p> <p>An Open Space Strategy and Recreation Strategy are in development, which will focus on the future community needs, including universal access to people of all ages and abilities. This will then inform our 10-year program of capital works.</p> | 100% |  |
| 1.1.2 | More deliberate use of an evidence-informed approach and identifying community need prior to development of any service or infrastructure in place including Place Plans | Processes are continuing to best utilise the same or similar data where relevant to ensure a consistency of approach to gathering evidence to inform action, in particular there is an increased emphasis on the importance of community engagement to understand local issues and ideally identify local solutions. | 100% |  |



Strategic Indicators

| Name | Comments | Result | Target |
|---|--|----------|---------------------------------------|
| Develop a way to capture data that can be used to report on this strategy | With the commitment to conduct access audits in 2022-23, Council has ensured there will be a mechanism to capture this data. | Achieved | Achieved year 1 |
| Community satisfaction with recreational facilities | Council's recreation facilities focused on a number of key actions that improve accessibility to all members of our community. The facilities focused on social recovery and community reconnection, which is extremely important after a challenging 24-months for community members has impacted access to key health and wellness services. | 66 | ≥ 66 (Large Rural Council average) |

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 |
|--------------------|---|---|----------|---|
| 1.2.1 | Provide arts and cultural services and experiences that encourages connection and creativity, while supporting businesses, community groups and individuals to foster the creative, cultural and artistic life of the region regardless of age or ability | A full program was offered at the Forge Theatre this quarter. Highlights included stage performance from the Wiggles, the local School Eisteddfod and the Colorado Children's Chorale and Fullerton University Singers. | 100% |  |
| Major initiative 1 | Develop an arts and culture strategy | The strategy did not commence on time due to resourcing issues, however the strategy is now underway with external consultants engaged during the quarter and working to a final delivery deadline of September 2022. | 85% |  |





Strategic Indicators

| Name | Comments | Result | Target |
|---|---|-----------|----------------------|
| Number of community organisations / individuals funded through Council's arts and heritage grants program | Round two funding has been approved, with seven projects funded, to go with the eight projects that were funded in round one. | 15 | ≥ Nine annually |
| Number of community organisations / individuals funded through Council's community grants program | Round two funding has been approved, with 19 projects funded, to go with the 11 projects that were funded in round one. | 30 | ≥ 25 annually |
| Total value of arts and heritage grants projects funded by Council | Council funded \$23,500 in round two, with the \$26,000 in funding in round one. | \$49,500 | > \$45,000 annually |
| Total value of community grants projects funded by Council | Council funded \$66,639 in round two, with the \$45,696 in funding in round one. | \$112,335 | > \$100,000 annually |

Progress Indicator Legend

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

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

| Code | Action Name | Comments | Progress | Status |
|-------|---|--|----------|---|
| 1.3.1 | Plan and deliver an annual celebration to recognise the contribution of volunteers across the Shire | The volunteer recognition events were successfully delivered in May 2022, including the development of the volunteer honour roll. | 100% |  |
| 1.3.2 | Develop an appropriate recruitment, training and management system for internal volunteers | A framework has been developed that consists of a Volunteer Policy, Volunteer Procedure and supporting forms. These documents provide appropriate guidance for the recruitment, training and management of internal volunteers. The documents will be piloted in key areas to ensure they are fit-for-purpose. | 80% |  |
| 1.3.3 | Improve the online customer experience to enable access to current information about the wide range of community groups and activities, services that is accessible to the public | A range of updates and improvements have been made to the online information of Council activities and services. There was also additional information provided to inform the community about events celebrating the efforts of volunteers and community groups. Council actively promotes community events and activities through social media. | 100% |  |
| 1.3.4 | Implementation of an online platform that supports the promotion of volunteer opportunities and events across the shire | The planning behind implementing the My Community online platform has progressed, although was not completed before the end of financial year. However, support will be provided to deliver in the next financial year. | 50% |  |




Strategic Indicators

| Name | Comments | Result | Target |
|---|--|----------|------------------------|
| Develop a survey to capture community group satisfaction with Council support | Survey questions have been added to the annual survey associated with annual allocation process. These extra questions have been developed to capture Committee of Management satisfaction with Council support. | Achieved | Achieved year 1 |
| Number of events held that recognise and support volunteers | National Volunteer Week was held between 16-22 May 2022 which was an opportunity to recognise the huge contribution volunteers make to our community, and to say "thank you" to them. | Five | ≥ Five events annually |

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 | Develop the Municipal Public Health and Wellbeing Plan 2021-25 and associated action plan | The Municipal Public Health and Wellbeing Plan 2021-25 is now in an initial draft format, with ongoing work to fine-tune the draft outcomes and strategies against health priorities specified. Planning is underway to circulate the draft plan internally for feedback. Given resourcing limitations, progress has been less than expected. | 70% |  |
| 1.4.2 | Work with communities and partners to support development of local bushfire recovery plans | Council is finalising an overarching strategic recovery action plan which will note the municipality wide recovery activity that has been undertaken, as well as the needs that still exist to support local bush-fire recovery action. Individual district plans have also continued to be finalized, so that this is reflective of local priorities. An updated assessment of social recovery needs of the municipality after the bushfires has been prepared, with mental health needs and better supporting our aboriginal community two themes that have emerged strongly. | 100% |  |
| 1.4.3 | Coordinate bushfire recovery planning at a municipal level | The Strategic Recovery Transition Plan is currently in draft form pending the completion of other work that will inform its final direction. It has already been used to help inform Council's funding submission to Bushfire Recovery Victoria for community facing Recovery and Resilience Grants. | 100% |  |



Strategic Indicators

| Name | Comments | Result | Target |
|--|---|--------------|-----------------|
| Develop health and wellbeing indicators through the development of the Municipal Public Health and Wellbeing Plan that integrate with the Council Plan | The Municipal Public Health and Wellbeing Plan 2021-25 is in final approval stages, which will include key health and wellbeing indicators. | Not achieved | Achieved year 1 |

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 |
|-------|---|--|----------|---|
| 1.5.1 | Work with our partners to develop appropriate agreements and actions to strengthen working relations with traditional owners and the broader aboriginal community | <p>The development of a Reconciliation Action Plan or a cultural engagement framework and action plan is behind schedule. Initial scoping discussions have commenced and an expression of interest to appoint a consultant to assist with developing the plan has been progressed.</p> <p>Work with traditional owners has also been undertaken on the design and delivery of a range of infrastructure projects and on asset maintenance opportunities.</p> | 30% |  |
| 1.5.2 | Identify appropriate and effective collaboration opportunities to strengthen working relationships with Aboriginal communities and organisations | Council has advertised an Aboriginal Engagement Officer position as a dedicated role to foster improved collaboration with aboriginal communities and organisations. Additionally, Council has been actively preparing for NAIDOC events and continuing to work closely with Aboriginal partner organisations across a range of issues and initiatives to improve outcomes for aboriginal community. | 100% |  |



Strategic Indicators

| Name | Comments | Result | Target |
|---|---|--------------|-----------------|
| Develop an action plan that promotes and facilitates positive relationships between Council, the East Gippsland community and Aboriginal and Torres Strait Islander peoples | The development of a Reconciliation Action Plan or a different cultural framework and actions is behind schedule to have it completed this financial year. However, work continues with traditional owners on a range of projects that assist to build on reconciliation principles and more appropriate recognition of traditional owners in our projects and practices. | Not achieved | Achieved year 1 |
| Percentage of new employees who participate in Culture Awareness training | New employees have access to cultural awareness training through Corporate Orientation, where the Cultural Awareness video is presented. Eight staff attended Corporate Orientation session this period. | 61.19% | 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

| Code | Action Name | Comments | Progress | Status |
|-------|---|---|----------|---|
| 1.6.1 | Develop an evaluation process to verify inclusive and accessible features of Council programs | Council has commenced planning to be able to complete access audits both on Council facilities and services, which will verify the inclusive and accessible features of Council programs. Work is progressing on an accessibility checklist and template, done in collaboration with the Disability Advisory Committee. | 70% |  |
| 1.6.2 | Undertake research to better understand the needs of different groups, and plan to incorporate these into Council's activities and services | <p>Activity has continued on the following initiatives;</p> <ul style="list-style-type: none"> • reviewing Council's service agreements for the delivery of Home and Community Care services • engage and research priorities to see reflected in this plan with youth within the municipality • planning to undertake an assessment on public transport infrastructure and system in East Gippsland to better understand the breadth of services on offer and identify where needs exist • Use of community reference groups to guide the design of infrastructure projects. | 100% |  |

Strategic Indicators

| Name | Comments | Result | Target |
|---|---|--------|---------------------------------|
| The number of multicultural events supported by Council | Both Diversity week and Refugee week have been supported this year with social media supported campaign messaging, themed storytime, workshops and feature film screening at library service centres. | 2 | Baseline to be developed Year 1 |
| The number of multicultural people / groups engaging with Council | Continuous engagement occurs in the Together East Gippsland group across Wellington Shire and East Gippsland, which has a focus on council engaging with multicultural groups within the region. | 5 | Baseline to be developed Year 1 |

Progress Indicator Legend

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



The Genoa community celebrating the opening of the Genoa Pedestrian Bridge. The previous historic 94-year-old bridge that was destroyed in the Black Summer Bushfires has been replaced with the new 117-metre bridge, re-establishing the connection across the Genoa River.

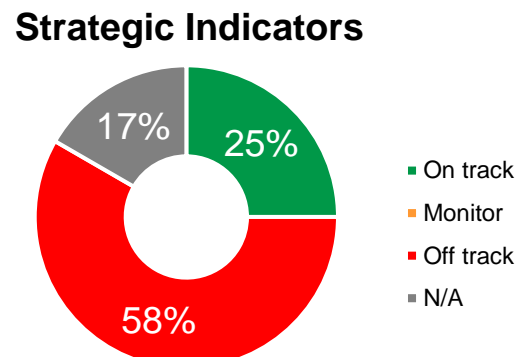
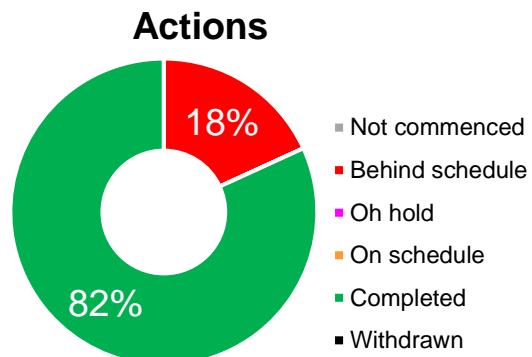
2 Planning and infrastructure that enriches the environment, lifestyle, and character of our communities

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

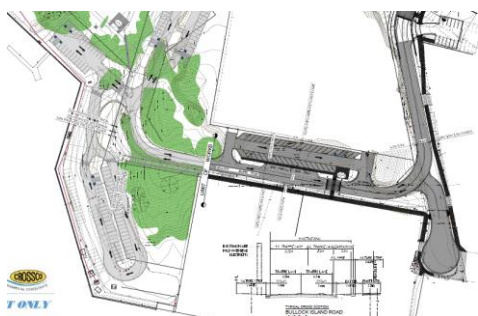
Major Capital Works Projects update

Bairnsdale Landfill Cell 4



Project timelines for construction have repeatedly been delayed by inclement weather, as the final trimming and cell lining requires a period of good weather to complete. All stormwater has been removed from Cell 4, and final trimming has commenced in preparation for lining.

Bullock Island Master Plan Implementation



The endangered plant community, *Cassinia Nivalis* have been identified, which has led to additional native vegetation planning. A two-metre construction buffer is required around identified areas. This will result in changes to the planning and design, which will delay the project.

Krauatungalung Walk



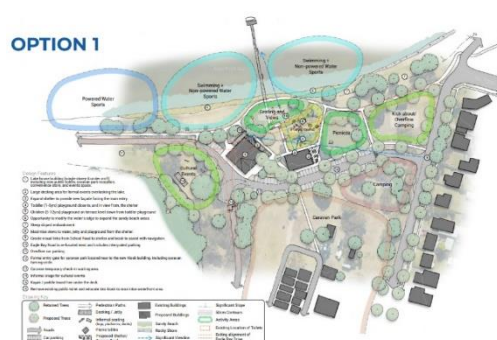
Stage 1 is being designed as an all-abilities accessible walking circuit. A vegetation impacts assessment is underway. It is funded by the Federal Government and extends from the Rotunda on the northern side, across the footbridge to the boat shed on the southern side. Works will incorporate indigenous artwork.

Bullock Island Bridge



Stage 1 of the bridge replacement is nearing completion. Traffic will begin using the inbound lane of the bridge next month. The project is still on track to be fully complete prior to the Christmas period.

Eagle Point Foreshore Hub



The building permit will be issued shortly contractors to commence work on site immediately after. Purchase of materials has commenced.

Mallacoota Seawalls



Works are progressing following minor flood water related delays. Stage 1b is nearing completion and Stage 2 has now commenced.

Omeo Mountain Bike Trails Stage 1



Preliminary works have commenced with mapping and marking of trails to enable a review of the environmental, cultural and historic heritage requirements in accordance with the planning permit conditions. The oriental claims bridge design is complete with the public tender let

Slip Road Maritime Precinct



Offshore geotechnical field works are now complete. Onshore field works commenced in May. Suspension of works onsite to allow time for additional geotechnical assessments and design modifications.

Lakes Entrance Waste Transfer Station



Backfill around the new bin bays and installation of the concrete slab around to top of the bin bays is complete. Fabrication of the new recycling shed is underway.

WORLD Sporting Precinct Stage 1






Construction Package 1 finalisation has been delayed, with the completion date now December 2022, due to the availability of synthetic hockey surface material and significant design modifications to the grass hockey pitch. Civil works, carparks and landscaping are now complete. Pavilion construction is also delayed due to material shortage and will likely to lead to completion in March 2023.

Progress Indicator Legend

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



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

| Code | Action Name | Comments | Progress | Status |
|-------|--|--|----------|---|
| 2.1.1 | Deliver rebuilding support for landholders that lost a house and/or sheds in the 2019-20 Black Summer Bushfire | Rebuild support continues for those landowners who have delayed the decision to rebuild. 15 applications are currently in preparation and five are under assessment. | 100% |  |
| 2.1.2 | Deliver Statutory Planning services that meet the Victorian target guidelines | <p>Incoming applications continue at unprecedented levels. Monthly permit approvals are just keeping pace, which limits the ability to reduce the backlog.</p> <p>While the existing backlog means that benchmarks are not yet being met, more applications are being determined than ever before.</p> | 75% |  |
| 2.1.3 | Develop and commence implementation of the Rural Land Use Strategy and associated action plan | Community consultation on the Rural Land Use Strategy is complete, with the responses collated and assessed. The background report has been updated. Data on recent approvals compiled. Awaiting rural living land supply analysis as part of Housing and Settlement Strategy, which has recently commenced. | 80% |  |





Strategic Indicators

| Name | Comments | Result | Target |
|---|--|---------|---------------------------------------|
| Council planning decisions upheld at VCAT | No VCAT decisions were made during the reporting period. | 25% | ≥ 60% |
| Planning applications decided within required time frames | Due to a focus on determining the backlog of planning applications outstanding for more than 60 days, Council has been unable to meet the required time frame for more recent applications. | 38.91% | ≥ 77.5% |
| Time taken to decide planning applications | Due to a focus on determining the backlog of planning applications outstanding for more than 60 days, Council has been unable to meet the 61-day target for more recent applications. | 89 days | < 61 days |
| Community satisfaction with building and planning | Dissatisfaction is possibly due to delays incurred due to increased planning application workload. A range of feedback, including positive feedback, is received from people directly interacting with Council in relation to planning and building. | 40 | ≥ 46 (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

| Code | Action Name | Comments | Progress | Status |
|--------------------|--|--|----------|---|
| 2.2.1 | Work with community and stakeholders to plan, design, implement and maintain infrastructure to meet community needs in an affordable way | <p>Council has used online engagement through our Your Say portal on over 30 projects this quarter. Community reference groups were engaged on the design of a range of infrastructure projects, including:</p> <ul style="list-style-type: none"> • Three significant streetscapes • Stage 1 of the Krautungalung Walk • upgrades to a range of open spaces including Forest Park (Orbost) and the Lakes Entrance Foreshore Park • renewal and upgrade of walking paths and trails • the redevelopment of a range of boating infrastructure. | 100% |  |
| 2.2.2 | Develop and implement a strategic approach to planning and prioritising capital infrastructure management and maintenance, with criteria for prioritisation, balancing communities needs with financial sustainability | The 10-Year Capital Works Program is finalised and was adopted by Council. The Asset Plan, Asset Management Plans, Asset Management Strategy and the Asset Management Framework are now complete, which will ensure that the Capital Works delivery program is within the financial capacity of Council and has a strong emphasis on maintenance, renewal, acquisition, expansion, upgrade and disposal of infrastructure. | 100% |  |
| 2.2.3 | Build the capacity of volunteer groups and provide support for volunteer managed community facilities | Annual allocations have been calculated, which will provide support for operational costs associated with managing our facilities. Ongoing support has been provided to Committees of Management, in particular in relation to grant funding and facility development. | 100% |  |
| Major initiative 2 | Develop an asset management framework to drive Council's capital and maintenance infrastructure investment in a transparent and financially sustainable way | The Asset Plan 2022 - 2032, Asset Management Policy and Asset Management Strategy 2021-2025 were formally adopted by Council on 28 June 2022. These strategic documents make up the Asset Management Framework, which aims to ensure that a systematic approach to asset management is adopted to deliver the necessary prudent and efficient outcomes to meet both our corporate and asset management objectives. | 100% |  |

Progress Indicator Legend


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

| Code | Action Name | Comments | Progress | Status |
|--------------------|--|--|----------|---|
| Major Initiative 3 | Develop service standards for the maintenance of asset classes | The Asset Plan 2022 - 2032, including the six major asset classes and Asset Management Strategy 2021-2025, were formally adopted by Council on 28 June 2022. The Asset Management Plans provide information on how we intend to manage each of our six major asset classes to meet the demands of our community in the future. | 100% |  |

Strategic Indicators



| Name | Comments | Result | Target |
|--|--|---------------|--|
| Community satisfaction with appearance of public areas in East Gippsland | <p>The La Nina climate cycle led to a significant amount of rain across East Gippsland over the year, which had a significant impact on the maintenance of public areas. Following several years of drought with low vegetation growth, the high soil moisture led to high growth across the whole year.</p> <p>This wet weather and rain events also led to a major increase in work to repair damaged walking trails, cleanup of parks and play spaces, and weed management.</p> <p>Additional resources were allocated to contractors, staffing and equipment to support increased works, however the extent of the additional growth meant our public spaces could not be maintained to the desired level.</p> | 58 | <p>≥ 67</p> <p>(Large Rural Council average)</p> |
| Capital Works projects on schedule or complete | The 2021-22 Capital Works Program finished the year with 189 projects. 56 of those complete and are 118 progressing. Delays with supply of material and COVID-19 and weather impacts meant the schedule of delivery was revised several times during the year. The program now has 92% of projects considered on schedule, in accordance with the revised schedule. | 92% | ≥ 80% |
| Committees of Management and volunteer groups for Council managed land with a guiding plan | Work has been undertaken to support and encourage Committees of Management to develop guiding plans, the key action being the development of the East Gippsland Sporting Facilities Plan. However, working with individual Committees on strategic planning and data collection of existing plans has been on hold, as there has been a strong focus on supporting committees in the development of infrastructure projects and grant applications. | Not available | ≥ 10 |

Progress Indicator Legend






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


| 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. | Not available | > 100% |
| Percentage of sealed roads that meet Council's target condition rating | The condition of sealed road assets is only assessed every three years and were therefore not reassessed during the period. | 94.04% | > 97% |
| Collect baseline data on community recreation reserves and halls asset condition for future years asset condition ratings | Five site asset condition audits (inclusive all buildings on each site) were undertaken, which entails the building stock what is there, the condition of each item of structure, what services are connected, what equipment is installed, grounds or ovals conditions, is it fit for purpose. | Achieved | Achieved year 1 |

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

| Code | Action Name | Comments | Progress | Status |
|-------|---|--|----------|---|
| 2.3.1 | Support and strengthen new municipal emergency planning arrangements to meet community expectations for resilience and preparedness | Council continues to work with communities on the ground to support them in establishing relief facilities during an emergency. Working groups to support the Municipal Emergency Management Planning Committee are being established. | 100% |  |
| 2.3.2 | Develop and update Local Incident Management Plans in collaboration with local communities and stakeholders | <p>Council is currently working with communities on their Local Incident Management Plans. The following are reviewing and updating existing plan, Bendoc, Bonang, Benambra, and Ensay.</p> <p>Lakes Entrance, Anglers Rest, W Tree, and Bengworden are working on creating new plans.</p> <p>Council has sent mail outs to Mount Taylor, Club Terrace and Lakes Entrance communities. Working with Benambra, Lakes Entrance, Ensay to produce informational booklets to accompany their plan.</p> | 100% |  |

Progress Indicator Legend


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

| Code | Action Name | Comments | Progress | Status |
|--------------------|--|--|----------|---|
| Major Initiative 4 | Develop plans that enhance the organisations preparedness and ability to manage and mitigate the impact of natural disasters and streamline recovery | <p>Initiatives that enhance preparedness and ability to manage and mitigate the impact of natural disasters include:</p> <ul style="list-style-type: none"> Strengthened Crisisworks tools to include more robust procedures for all staff to access and utilize - for example situation reports and opening/closing a Mobile Emergency Operations Center An improved process for undertaking debriefs post natural event including follow-up actions Developed procedures and training to ensure criteria is met for recovery funding eligibility. | 100% |  |

Strategic Indicators

| Name | Comments | Result | Target |
|--|---|--------|--|
| Community satisfaction with emergency and disaster management | <p>Council is still feeling the effects of working with a traumatised community from years of drought, the Black Summer Bushfires, several flood events and the COVID Pandemic.</p> <p>Council has progressed several emergency management projects including;</p> <ul style="list-style-type: none"> updating Local Incident Management Plans training for communities to self-deploy emergency assembly areas and emergency relief centres provide increased support for local communities through emergency management infrastructure, communications and emergency water supply. | 62 | <p>≥ 66</p> <p>(Large Rural Council average)</p> |
| Percentage of communities that need a Local Incident Management Plan have one in place and reviewed annually | All communities that need a plan have a current one in place. | 100% | 100% |

Progress Indicator Legend

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

ENVIRONMENTAL SUSTAINABILITY STRATEGY 2022-2032



The Environmental Sustainability Strategy 2022-32 was finalised and adopted by Council. This strategy will seek to achieve objectives for climate change, biodiversity, land and water management and resource efficiency.

3

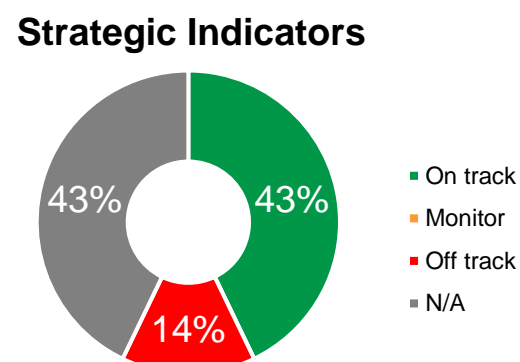
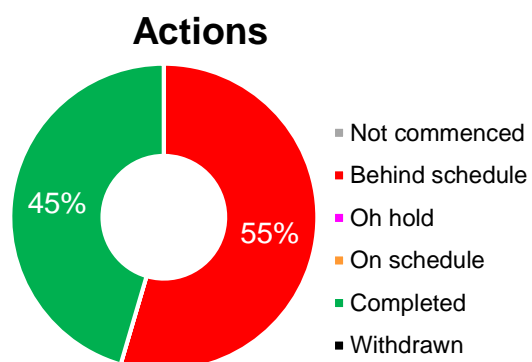
A natural environment that is managed and enhanced

3: A natural environment that is managed and enhanced



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

Summary of performance



Council services provided




Building Maintenance
Delivery of new assets
Environment Projects Management

Environmental Sustainability
Waste Services

Progress Indicator Legend

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






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

| Code | Action Name | Comments | Progress | Status |
|--------------------|---|--|----------|---|
| 3.1.1 | Adopt greenhouse gas emissions scenario for 2050 and identify actions and targets to reduce climate vulnerability | Mercury vapor street lighting has been replaced by LED lights across East Gippsland. Energy audits of Council facilities have not been completed due to resourcing challenges and competing priorities. This will be finalised in the coming year. | 75% |  |
| 3.1.2 | Implement infrastructure enhancement and improvements to respond and assist manage impacts of climate change | Some projects/initiatives will need to be carried forward due to staffing and COVID related matters. Progress on projects includes: <ul style="list-style-type: none"> Funding has been sourced and installation has commenced of electric vehicle charging stations in a number of towns throughout East Gippsland. The Bairnsdale Integrated Water Management Plan has been finalised and planning is underway to commence. A 99-kW solar panel system was installed on the Bairnsdale Aquatic and Recreation Centre. | 90% |  |
| Major Initiative 5 | Develop and commence implementation of Environmental Sustainability Strategy with a strong focus and framework for Council and community climate change mitigation measures | The East Gippsland Shire Council Environmental Sustainability Strategy 2022-2032 has been developed and adopted by Council. Implementation of mitigation measures and further consultation with the community will take place over the coming years. | 100% |  |

Strategic Indicators





| Name | Comments | Result | Target |
|--|--|-------------------------------|----------|
| Output from solar energy systems in East Gippsland | Council continues to promote the use of solar systems through the use of its own systems and promoting the benefits of solar energy through the Environment Connect newsletters. | 13.35% (As at 31 May 2022) | > 10.00% |
| Emissions from Council's energy use | No data available at time of reporting | N/A | < 5,535 |
| Percentage of Council's electricity use from renewable sources | No data available at time of reporting | N/A | > 10.00% |
| Proportion of Council passenger vehicle fleet is electric, hybrid or uses alternate fuel sources | There are 12 vehicles in the total fleet of 119, which includes one full electric, 10 hybrid and one alternative fuel source. For solely passenger vehicles (not including the commercial vehicles), the percentage is just under 30%. Additional hybrid | 10.08% | > 10.00% |

Progress Indicator Legend


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

| Name | Comments | Result | Target |
|------|---|--------|--------|
| | vehicles are ordered, but have experienced world-wide supply delays | | |

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

| Code | Action Name | Comments | Progress | Status |
|-------|--|--|----------|---|
| 3.2.1 | Undertake community education to promote the need to protect the natural environment and actions community members can undertake to support this | Community education relating to the protection of the natural environment has taken place, but COVID and staffing shortages has had an impact on the overall delivery. Council was able to maintain information being released to the community through media releases and the winter edition of Environment Connect. | 75% |  |
| 3.2.2 | Develop and commence implementation of Environmental Sustainability Strategy with strong focus on supporting sustainable land use and landscape capacity | The East Gippsland Shire Council Environmental Sustainability Strategy 2022-2032 has been developed and adopted by Council. Sustainable land use and landscape capacity projects will take place over the coming years. Council has also partnered with local Landcare groups to develop some of the essential base line data to support this initiative. | 100% |  |
| 3.2.3 | Planning tools and policies are reviewed and used to identify and protect key public and private land | Review processes for the Planning Scheme are on track, with the Planning Policy Framework translation and independent review of the Planning Scheme now completed and ready for presentation to Council. Revision of the Erosion Management Overlay is underway. A grant application to update flood mapping and the Land Subject to Inundation Overlay has been successful. | 100% |  |
| 3.2.4 | Practices are introduced to manage fire effected Council land to protect biodiversity and ensure public safety | Two externally funded 'war on weeds' projects have progressed but are behind schedule, with the adoption of the tender for contractors now complete being a key step. The impact of COVID on staffing levels has impacted these two projects and extensions have been granted to allow delivery into 2022-23. | 75% |  |



Progress Indicator Legend

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

Strategic Indicators

| Name | Comments | Result | Target |
|---|---|----------------|---------------------------------------|
| Community satisfaction with slashing and weed control | The significant reduction in community satisfaction can be attributed to the long and unusual growing season, that on the back of years of drought left roadsides looking more 'untidy' than the community was recently used to. This also reflects the expectation that Council should manage roadsides for visual amenity, when roadsides are managed for fire safety; noxious weed management; and road safety reasons only. A review of actual verbatim responses also reflects the confusion between differing road authority responsibilities, with many of the comments being about roads for which Council is not the road manager. Council's management practices for roadside slashing and weed control have not changed from 2020-21 to 2021-22. | 36 | ≥ 44 (Large Rural Council average) |
| Kilometres of regionally controlled and prohibited weeds treated | 203 km of Regionally Controlled Weeds and 23 km of Regionally Prohibited Weeds were treated under the <i>Catchment and Land Protection Act 1994</i> . | 226 kilometers | > 200 kilometers |
| A baseline for the quality and quantity of land being managed for 'at risk' habitat, biodiversity and community safety purposes on council and private land | Categorisation of finance accounts to identify spending on environmental management continues to be monitored. | Not achieved | Achieved year 1 |

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

| Code | Action Name | Comments | Progress | Status |
|-------|---|---|----------|---|
| 3.3.1 | Establish which values are to be managed and develop management plans to guide management of key Council land | The management plan for Toonalook Waters Estate waterway management was presented to local residents for feedback. Other investigations into land management and erosion are ongoing. | 70% |  |
| 3.3.2 | Implement a framework to support partners and volunteers to work on key priority projects for Council land | No action in this period. This action requires the development and adoption of a Volunteer Management Policy and procedure before this action can be progressed further. | 5% |  |



Progress Indicator Legend

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

Strategic Indicators

| Name | Comments | Result | Target |
|---|---|-------------|-------------------------------------|
| Total investment in Council managed land to support natural areas | In this quarter, \$811,947 was spent on Council managed land for environmental management purposes. This remains high due to high use of roadside slashing contractors, weed and pest management and environmental works. | \$2,483,583 | ≥ \$1,710,000 (2020-21 baseline) |


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

| Code | Action Name | Comments | Progress | Status |
|--------------------|--|---|----------|---|
| 3.4.1 | Waste education program developed and implemented to focus on key areas of waste reduction | Waste education events and practices have continued to be rolled out with information sessions at community shows, East Gippsland Field Days and markets. Brochures and flyers have been developed focusing on waste reduction and recycling. Articles in newsletters, newspapers and media releases continue to be a regular output. | 100% |  |
| Major Initiative 6 | Develop Waste Minimisation Action Plan | The Waste Management Action Plan was finalised and presented to Executive Leadership Group. | 100% |  |

Strategic Indicators







| Name | Comments | Result | Target |
|--|--|--------|--------------------------|
| Number of community waste education programs delivered | There are six community waste education programs currently running. They are: <ul style="list-style-type: none"> Kitchen2 Compost in Mallacoota Get Grubby Program Litter campaign Compost rebate program East Gippsland Better Business Program The big education drive | Six | > Five programs annually |
| Use of recycled materials in construction projects on Council assets | 10 projects are using recycled materials out of 102 projects that are either complete or in construct at end of financial year. This is in addition to road reseal projects that use a range of recycled rubber materials. | 9.8% | > 10.00% |
| Community satisfaction with waste management | Council was able to maintain a high standard of service during the difficult | 67 | ≥ 65 |

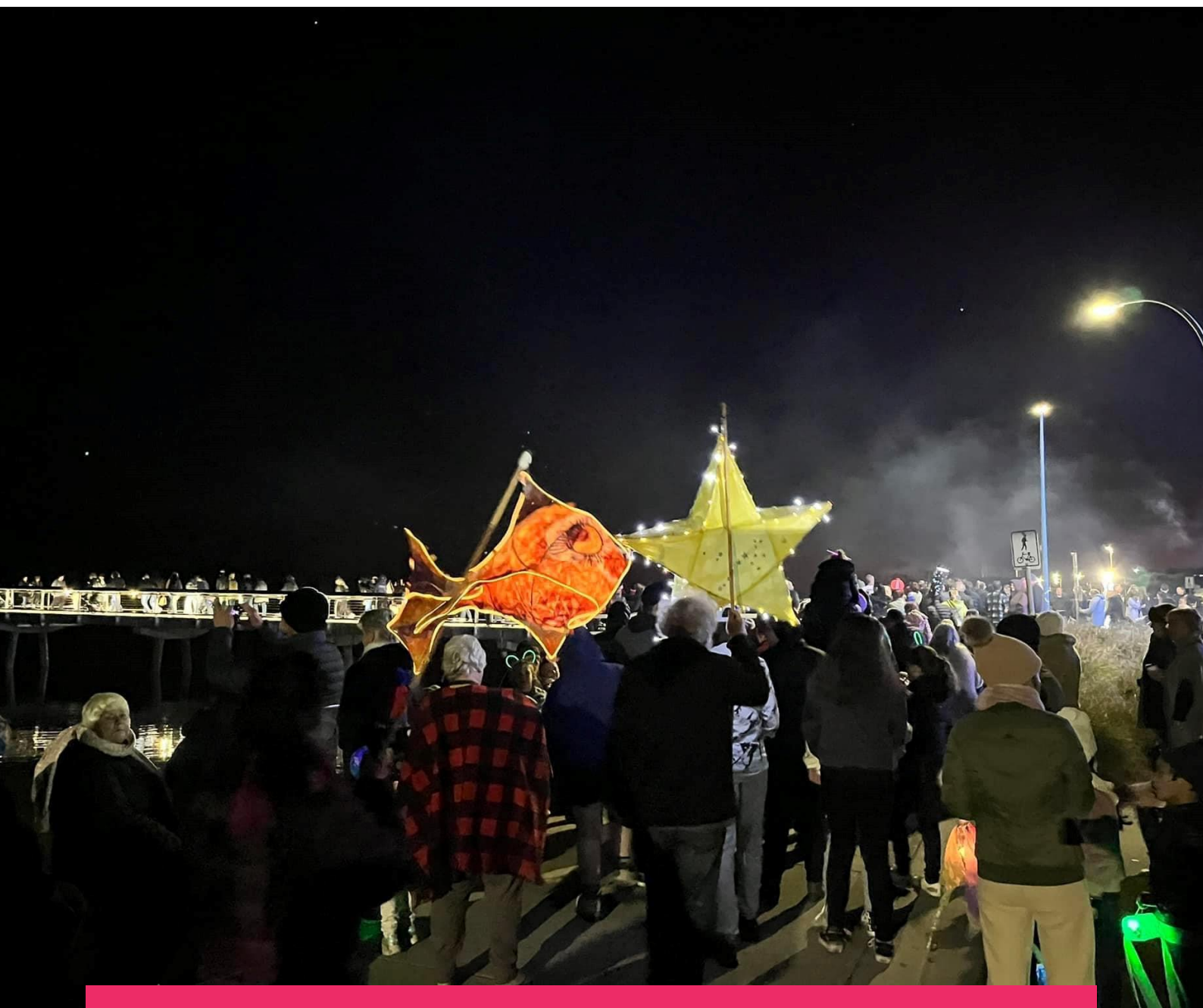
Progress Indicator Legend

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

| Name | Comments | Result | Target |
|--|--|--------|-------------------------------|
| | times of COVID. Staff had to be moved across sites and work extra shifts to ensure services remained open | | (Large Rural Council average) |
| | All facilities (landfills, transfer stations and waste/recycle trailers) operated as usual. While kerbside collection and street litter bin services continued with no disruption. | | |
| Kerbside collection waste diverted from landfill | The kerbside collection of green organics has started to decline following being above the historical average over the summer period. | 53.32% | > 52% |

Progress Indicator Legend

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



The Lakes Entrance Lantern Festival was held as part of the East Gippsland Winter Festival.

4

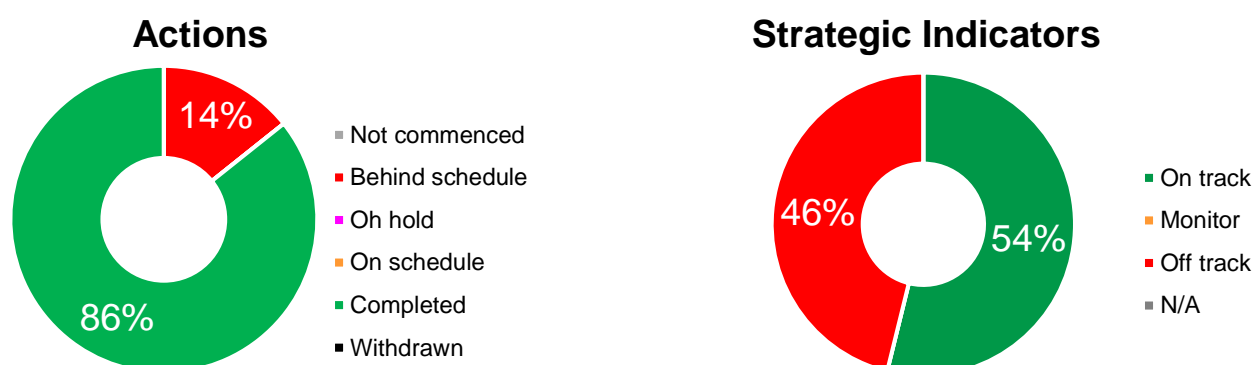
A thriving and diverse economy that attracts investment and generates inclusive local employment

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



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

Summary of performance




Council services provided

Business Support
Economic Development
Economic Recovery

Events
Tourism and Visitor Information



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

| Code | Action Name | Comments | Progress | Status |
|--------------------|---|---|----------|---|
| Major Initiative 7 | Develop the Economic Development Strategy | <p>The project is slightly behind schedule due to resourcing constraints and unanticipated competing priorities.</p> <p>The Draft 10-year Economic Development Strategy 2022-32 has been prepared and is currently out for community and key stakeholder feedback. The accompanying four-year Action Plan is in final stages of draft, with internal consultation underway.</p> | 90% |  |






Strategic Indicators

| Name | Comments | Result | Target |
|---|---|--------------|-----------------|
| Develop indicators through the Economic Development Strategy that integrate with the Council Plan | Development of the 2021-25 Economic Development Strategy and Action Plan is progressing and indicators will be finalised on completion. | Not achieved | Achieved year 1 |

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

| Code | Action Name | Comments | Progress | Status |
|-------|--|---|----------|---|
| 4.2.1 | Identify key actions through the development of the Economic Development Strategy | Key opportunities have been identified within the Draft Economic Development Strategy and areas where Council may have impact have been outlined within the Draft four-year Action Plan. Both documents are undergoing final consultation and due to be presented back to Council for endorsement. | 100% |  |
| 4.2.2 | Strengthen partnerships with higher education providers, industry and other providers to explore opportunities for new targeted programs | <p>Connections with Committee for Gippsland's Rural Leadership Alumni and Federation University's Master of Business Administration 2021 graduating cohort through becoming contributing members of a skills resource team to support the new start-up initiative "Business Boost".</p> <p>A partnership with Monash University was established for a study into 'Barriers to employment in the Cann Valley'. This research aims to assist understanding the social and economic challenges for business owners to attract and retain staff in an area where disproportionate levels of welfare-dependency exist.</p> | 100% |  |




Progress Indicator Legend

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


Strategic Indicators

| Name | Comments | Result | Target |
|--|---|--------|---------|
| Exiting secondary school students undertaking an apprenticeship / traineeship or TAFE training | <p>East Gippsland's school leavers had 32.2% of Year 12 graduates in 2021 went on to undertake apprenticeships /traineeships (22.9%) or TAFE training (9.3%).</p> <p>(Source: State Government 2021 On Track East Gippsland Survey)</p> | 32.2% | > 24.0% |
| Year 12 students continuing to university education | <p>East Gippsland's school leavers had 27.1% of Year 12 graduates in 2021 continued on to enroll in Bachelor degree studies at university.</p> <p>(Source: State Government 2021 On Track East Gippsland Survey)</p> | 27.1% | > 20.0% |

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

| Code | Action Name | Comments | Progress | Status |
|-------|--|--|----------|---|
| 4.3.1 | Support entrepreneurship programs (such as Start Up Gippsland) | <p>Council's pilot program Business Boost - Cultivating and Connecting Entrepreneurs was publicised, with stage one in progress.</p> <p>Currently East Gippsland has three businesses participating in the Igniter Program, which finishes in August 2022.</p> <p>Council's support for Start Up Gippsland continues with commitment for 2022-23 in place.</p> | 100% |  |
| 4.3.2 | Partner with Victorian Government on industry transition programs to support new business and employment opportunities | <p>Pending receipt of an executed agreement with State Government, recruitment of the Project Manager for the Swifts Creek Community Transition Plan will commence. Nowa Nowa community to lead their Transition Plan development with Council representation on their Community Reference Group.</p> | 100% |  |
| 4.3.3 | Support industry awards programs | <p>Council's support for Regional Industry Awards program through sponsorship has been confirmed for 2022-23. This support includes Gippsland Business Awards, Gippsland Wine Awards, Gippsland Food and Fibre Awards, Victorian Top Tourism Towns Awards - Lakes Entrance is again a finalist.</p> | 100% |  |




Progress Indicator Legend

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

Strategic Indicators

| Name | Comments | Result | Target |
|--|--|---------------|-----------------------|
| Participation in Council run programs delivered to support business growth | <p>A total of five business development programs:</p> <ul style="list-style-type: none"> • <i>Women in business</i> - 16 businesses • <i>Tourism 101</i> - 14 businesses • <i>Social Media</i> - 19 businesses • <i>Reboot after 2021</i> - 16 businesses • <i>Shopfront improvement program</i> - 54 businesses <p>Total participation for the period = 65</p> | 646 attendees | > 70% uptake annually |
| Number of new businesses registered | Although the new businesses did not meet the target of exceeding the previous year's figure, there were less business exits than last year. | 394 | > 403 |

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

| Code | Action Name | Comments | Progress | Status |
|-------|--|---|----------|---|
| 4.4.1 | Continue pilot concierge program | The concierge program continues to assist delivery of an improved internal business approvals processes. With the withdrawal of the Small Business Victoria Recovery Mentoring Program, Council's business concierge has become a critical contact point for business operators needing support, guidance and assistance. | 100% |  |
| 4.4.2 | Update information to support business investment and approvals | Industry sector e-newsletters were prepared and distributed regularly, these include Business E-connect, Visitor Information Centre Member News and Agribusiness newsletter. Excellent progress made with the new Invest East Gippsland website which will be an outstanding improvement from the current website. | 100% |  |
| 4.4.3 | Coordinate approvals and facilitation support for major projects | Major projects supported include South Bairnsdale Industrial Park Water Augmentation Program, Devon Lane Apartment Complex (Paynesville), Slip Way upgrade (Lakes Entrance), and the Stockman Mining Projects. | 100% |  |


Progress Indicator Legend

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







Strategic Indicators



| Name | Comments | Result | Target |
|--|--|----------|---------------------------------|
| Number of businesses engaged through business facilitation programs | For this period there were 116 businesses engaged across four separate business facilitation programs. | 728 | > 300 |
| Develop a baseline on Council processing time for goods on footpath, trading permits, domestic animal business and food premises registrations | Baseline was established during 2021-22, which allowed for a target to be set for 2022-23. | Achieved | Baseline to be developed Year 1 |

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

| Code | Action Name | Comments | Progress | Status |
|-------|---|--|----------|---|
| 4.5.1 | Implement bushfire and COVID-19 recovery plans and support delivery of key projects | <p>Key projects outcomes include:</p> <ul style="list-style-type: none"> • COVID Outdoor Activation Grant Round 2 (\$500,000) • 1 of 3 Austrade funded Mountain bike events delivered • Enterprise Facilitation pilot for Buchan and Bruthen underway • District Tourism Opportunity Plans for Buchan, Cann Valley and Snowy to Errinundra • Supported Small Business Victoria Recovery Mentoring Program which worked with 1,867 businesses • "Business Events Done Different" campaign and collateral developed • Shopfront Improvement Program supporting 54 businesses • Eco Destination Accreditation – audit due in September • Four Enabling Tourism Fund applications lodged (Bairnsdale Arts Precinct, Cann River Tourism Master Plan, Orbost to Marlo Cycle Trail, and Bairnsdale to Paynesville Cycle Trail) • Rural farmer outreach program with National Recovery and Resilience Agency and other recovery support agencies • Coordination of regional roadshow and input into Small Business Crisis Resilience Inquiry led by National Ombudsman for Small Business and Family Enterprises. | 100% |  |

Progress Indicator Legend


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

| Code | Action Name | Comments | Progress | Status |
|--------------------|--|--|----------|---|
| 4.5.2 | Partner with Destination Gippsland and other relevant stakeholders to implement key actions of the Destination Management Plan and associated strategies | <p>Considerable effort and leadership was provided with the new Gippsland Events entity and trial of innovative real-time visitor economy performance tracking platform. Strong interest and engagement by Department of Tourism, Events and Visitor Economy inviting input into the State's inaugural Nature Based Tourism Action Plan.</p> <p>Council representation on Victorian Tourism Industry Council Round Table and Industry Policy Advisory Committee and continued engagement in the State Young Tourism Leadership Mentoring Program and Gippsland's Ken Hore Tourism Leadership Mentoring Program.</p> | 100% |  |
| Major Initiative 8 | Implement the Tourism Events Strategy | <p>Implementation of the action plan has been delayed due to prioritising the backlog of tourism-driving events funded by RADES and other event recovery grants.</p> <p>Progress made on the actions include:</p> <ul style="list-style-type: none"> Following a trial, the Gippsland Regional Event Attraction Fund has been established by Destination Gippsland and an agreement with Council is in place A framework for the new 'Pathways to Growth' event funding program is currently in progress Several new event organiser resources have been developed to support event organisers, including waste-wise events (environmentally friendly events), Leveraging Events Guide (for business, community groups and event organisers) and an accessible guide (inclusive events) is currently in progress. | 70% |  |

Strategic Indicators


| Name | Comments | Result | Target |
|--|--|--------|--------|
| Number of tourism events held during the low and shoulder season periods | <p>There were 21 events held in the period. This includes three Council sponsored tourism events:</p> <ul style="list-style-type: none"> The Final Feast @ Laneway3875, Bairnsdale (Approx. attendees - 150) Food Truck Feast Under the Stars Mallacoota Round 4 Vic Bream Classic, Marlo (Approx. attendees - 100) | 47 | > 100 |

Progress Indicator Legend




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

| Name | Comments | Result | Target |
|---|--|---------------|-----------------|
| Total visitation to East Gippsland (international, domestic and daytrip combined) | Domestic visitation both day trip and overnight stays has been steadily recovering post bushfire and COVID-19, up 24.2% overall on last year. Although not quite returned to pre-emergency levels, tracking down 14% when compared to the period year ending March 2019. | 1,244,000 | > 1,300,000 |
| Tourism expenditure in East Gippsland | Total domestic visitor expenditure has exceeded expectation, up 57.8% on last year and representing over a third of all visitor expenditure in Gippsland. | \$545,000,000 | > \$360,000,000 |

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

| Code | Action Name | Comments | Progress | Status |
|-------|---|--|----------|--|
| 4.6.1 | <p>Develop industry case studies which showcase best practice in:</p> <ul style="list-style-type: none"> • agribusiness and food manufacturing industry; • opportunities for investment; • farming diversification, expansion, and transformation opportunities for sustainable agriculture. | Content and video interviews for 'best in class' case studies were developed by East Gippsland Marketing under their local marketing and promotion contract with Council and incorporated into the new Invest East Gippsland Website. The website is currently in final stages of development in readiness for launch in conjunction with the new East Gippsland Economic Development Strategy. Several new case studies have been identified at the conclusion of the Agri-business Development Program and will be included in future opportunities for investment promotion and local showcasing. | 100% |  |

Progress Indicator Legend


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

| Code | Action Name | Comments | Progress | Status |
|-------|---|---|----------|---|
| 4.6.2 | Engage with agriculture sector to identify key issues through the Agriculture Sector Advisory Committee | <p>Through the Agriculture Sector Advisory Committee Council has identified the need for:</p> <ul style="list-style-type: none"> • Advocacy (Sustainable Water) • Farmer Development and Support (Succession planning, Wellbeing, Resilience planning) • Strengthening Industry Leadership • An Agriculture Sector Position Paper (based on core themes from the Farmer Survey) • Biosecurity Management and Pest Control • Improved Supporting Infrastructure (Connectivity and Roads) <p>Other issues identified included farming impacts of Camping on riverfront, EPA changes, Economic Development Strategy, and Victorian Road Safety Strategy.</p> | 100% |  |

Strategic Indicators

| Name | Comments | Result | Target |
|--|---|---------------|-----------------------------|
| Participation in Council run agricultural programs | <p>Council agriculture programs include:</p> <ul style="list-style-type: none"> • <i>Agribusiness Development Program</i> - 45 farming families (85 individuals) • <i>Farm Gate Producers: Business</i> - 9 businesses • <i>Rural Agency Network Support Service forum</i> – 7 attendees • <i>Agriculture Sector Advisory Committee</i> – 12 attendees • <i>Women In Agriculture Resilience Lunch Nicholson Winery</i> – 45 attendees • <i>Community Outreach Events</i>; Bengworden (40), Marlo (30), Cann River (35), Bonang (10). <p>Total participation for the period was 223.</p> | 992 | > 200 participants annually |
| Number of jobs in the agriculture sector in East Gippsland | Based on 2021 release of Australian Bureau of Statistics data (note 2022 data not yet available) and includes Agriculture, Fishing and Forestry sectors. | 1,612 | > 1,612 |
| Value added by the agriculture sector in East Gippsland | Based on 2021 release of Australian Bureau of Statistics data (2022 data not yet available) and includes Agriculture, Forestry and Fishing. | \$267,829,000 | > \$288,043,000 |

Progress Indicator Legend

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



Council continues to improve the customer experience through actioning the Customer Experience Strategy.

5

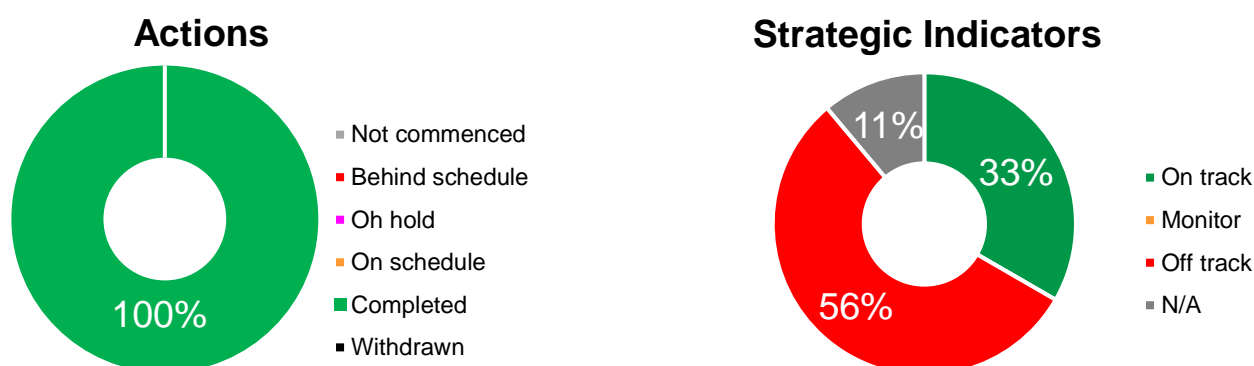
A transparent organisation that listens and delivers effective, engaging, and responsive services

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



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

Summary of performance



Council services provided

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

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



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

| Code | Action Name | Comments | Progress | Status |
|--------------------|--|---|----------|---|
| Major Initiative 9 | Implement the Customer Experience Strategy | The focus has been on systems implementation to support customer requests through the new software system Civica and community consultation for the service review. | 100% |  |

Strategic Indicators

| Name | Comments | Result | Target |
|--|---|--------|---------------------------------------|
| Community satisfaction with customer service | Although the overall rating for customer service did not meet the target, the results showed that Council improved its customer service by telephone and in person, two of the most common methods of contact made. We are actively focused on improving customer response timeliness and quality to improve this result. Council's Customer Experience Strategy was developed to drive its commitment to services and proactively accommodates new trends in customer expectations and delivery of great customer experiences. | 63 | ≥ 67 (Large Rural Council average) |

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

| Code | Action Name | Comments | Progress | Status |
|-------|---|--|----------|---|
| 5.2.1 | Develop advocacy plan for Federal and State elections | The Advocacy Strategy was adopted by Council, which included the detailed information sheets to support key projects. | 100% |  |
| 5.2.2 | Participate in One Gippsland advocacy activities | Through One Gippsland, Council participated in the advocacy meeting with the Hon Shaune Leane MP (Minister for Local Government and Suburban Development). Key points raised were an overview of freight projects and importance for the growth in the region and highlighted the benefits of hiring Veterans through the Jobs for Victoria program. | 100% |  |



Progress Indicator Legend

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


Strategic Indicators

| Name | Comments | Result | Target |
|--|--|--------|---------------------------------------|
| Community satisfaction with advocacy (lobbying on behalf of the community) | The target was missed by one rating point, showing that the performance did not quite match the community's expectation. To improve performance, Council has developed an advocacy strategy that provides a prioritised set of initiatives to focus its efforts on delivering the community's priorities. Council has formal alliances with organisations and peak bodies to advocate and influence decisions on policies and funding for the region where Council's priorities align. | 50 | ≥ 51 (Large Rural Council average) |

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

| Code | Action Name | Comments | Progress | Status |
|---------------------|--|---|----------|---|
| 5.3.1 | Continue to use place plans and local recovery plans as a primary mechanism for developing locally based solutions | Council has continued to champion the importance of community engagement across all services functions, via their ongoing work in the community recovery space at a district level. Place Managers have continued to support Council across teams in their community engagement needs to ensure local solutions and consultation is realised and have ensured their work aligns with established place plans/community plans/recovery plans to emphasize effort toward local priorities. District Action Plans have been finalised to coordinate recovery action locally. | 100% |  |
| Major Initiative 10 | Finalise the community engagement toolkit | The Community Engagement Toolkit is available for staff to access, and work will continue in future to promote this, and to embed its practice within Council operations. The Toolkit will also be reviewed to ensure it reflects current requirements. | 100% |  |

Progress Indicator Legend

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




Strategic Indicators

| Name | Comments | Result | Target |
|---|---|--------|--|
| Community satisfaction with community consultation and engagement | <p>There are several reasons behind this result falling short of the target which includes:</p> <ul style="list-style-type: none"> • The COVID-19 pandemic has continued to mean that engagement initiatives have been required to take different forms, often non-direct • The Place Manager model and functions of the role are undergoing a review, which has indicated future improvements around engagement • Council is embedding a Community Engagement Toolkit through the organisation. | 48 | <p>≥ 51</p> <p>(Large Rural Council average)</p> |
| Community satisfaction with making community decisions | Council has considered a number of matters in which community interest was high. A focus for Council is to continue to represent the interests of the community by considering and being responsive to the diversity of interests and needs of the municipal community. | 50 | <p>≥ 51</p> <p>(Large Rural Council average)</p> |
| Community satisfaction with informing the community | There is a gap between the result and the target demonstrating improvement is required. Council has increased the volume of communication being available to the community. The main channels for Council to get information to the community is through regular media releases, Council's website and the monthly Community Newsletter. This newsletter shares updates on Council's projects, services, Council decisions, open consultations and more with the community. | 52 | <p>≥ 56</p> <p>(Large Rural Council average)</p> |

Progress Indicator Legend

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



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

| Code | Action Name | Comments | Progress | Status |
|-------|--|--|----------|---|
| 5.4.1 | Develop a strategic management framework | Council's managers have identified a set of priorities that will focus on continuous improvement and organisation efficiency. | 100% |  |
| 5.4.2 | Service reviews are undertaken for priority services and the recommendations implemented. | There are three current active reviews, which will provide recommendations on how these services can deliver more effectively and efficiently for Council and the Community. The Forge Theatre Review is complete, with the draft report and recommendations submitted. The Customer Service and Libraries review is undergoing community consultation. The Visitor Information Centres has recently commenced. | 100% |  |
| 5.4.3 | Fit for purpose technology is explored, implemented and used to generate productivity and efficiency gains across the organisation | <p>Highlights for this period include the following technology rollout achievements:</p> <ul style="list-style-type: none"> • The commencement of the CIVICA Property, Rating and Customer Request Management Implementation to replace Council's existing and end-of-life system Pathway • The commencement of Datacentre consolidation and reduction in Council's ICT Infrastructure footprint • The rollout of tablet technology to staff to facilitate remote working requirements • Completion of the CCTV tender to replace Council's existing and aging CCTV equipment. | 100% |  |



Strategic Indicators

| Name | Comments | Result | Target |
|---|--|--------|----------|
| Number of service reviews undertaken | <p>There are currently three active service reviews.</p> <ul style="list-style-type: none"> • Forge Theatre Review is complete and in first draft • Visitor Information Centres Review has commenced • Customer Service and Libraries Review is undergoing community consultation <p>The fourth review is Community Laws, which is on hold.</p> | Four | Four |
| Permanent workforce has access to mobile technology | Council has rolled out mobile technology to 80% of its permanent workforce to facilitate remote working and working from home requirements. | 80.00% | > 70.00% |

Progress Indicator Legend

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


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

| Code | Action Name | Comments | Progress | Status |
|-------|---|---|----------|---|
| 5.5.1 | Manage resources in accordance with Council's 10-year Financial Plan | Resources have been managed in accordance with Council's 10-year Financial Plan. | 100% |  |
| 5.5.2 | Opportunities to attract external and partner funding for high priority needs are maximised | <p>Council has applied for and received numerous funding opportunities, which include:</p> <ul style="list-style-type: none"> • Confirmation of funding for Omeo Mountain Bike Trail Stage 2 (\$3.2 million) • Bushfire Recovery Victoria for both continuation of Council support and funding of programs and projects • Confirmation of \$500,000 funding towards the implementation of a new electronic document and records management system (in partnership with Wellington Shire) • Funding towards the Swifts Creek Local Development Strategy. | 100% |  |

Strategic Indicators

| Name | Comments | Result | Target |
|---|--|---------|--------------------------|
| Victorian Auditor-General's Office assessment of Council's overall Financial Sustainability is low risk | VAGO has not issued a report for the 2020/21 financial year. | No Data | Achieved low risk rating |

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

| Code | Action Name | Comments | Progress | Status |
|-------|--------------------------------------|---|----------|---|
| 5.6.1 | Implement the Workforce Plan 2021-25 | <p>The highlights from the Workforce Plan include:</p> <ul style="list-style-type: none"> • Council has three active service reviews • The Staff Recognition and Departure Policy has been updated and a revised reward and recognition program aligned with our new values • Council's Gender Equality Action Plan was completed; and • Currently have engaged six trainees. | 100% |  |







Progress Indicator Legend

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

Strategic Indicators

| Name | Comments | Result | Target |
|---|--|--------|--------|
| The percentage of actions implemented from the Workforce Plan 2021-25 | Highlights of actions are identified above. The only action behind schedule is the development of a capability framework for inclusion into positions descriptions. | 83% | ≥ 80% |

Progress Indicator Legend

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

Contact us

Residents' Information Line: 1300 555 886

Contact Centre: (03) 5153 9500

National Relay Service: 133 677

East Gippsland Shire Council, PO Box 1618
Bairnsdale 3875 Australia

Web eastgippsland.vic.gov.au

Email feedback@egipps.vic.gov.au

Fax (03) 5153 9576

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