



Council Meeting Agenda

Tuesday 27 February 2024 at 6:00 pm
Council Chambers (and by video conferencing)
East Gippsland Shire Council Corporate Centre
273 Main Street, Bairnsdale 3875



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.

Council information

East Gippsland Shire Council live streams, records and publishes its meetings via webcasting (youtube.com/c/EastGippyTV) to enhance the accessibility of its meetings to the broader East Gippsland community.

These recordings are also archived and available for viewing by the public or used for publicity or information purposes. At the appropriate times during the meeting, any members of the gallery who are addressing the council will have their image, comments or submissions recorded.

No other person has the right to record Council meetings unless approval has been granted by the Chair.

In line with the *Local Government Act 2020*, Councillors are able to attend Council meetings electronically or in person and the meetings will be open to the public via livestreaming.

Members of the public are invited to view the Council Meeting livestreamed by following the link on Council's website or Facebook page.

Councillors

Cr Tom Crook (Mayor)
Cr Jane Greacen OAM (Deputy Mayor)
Cr Arthur Allen
Cr Sonia Buckley
Cr Mark Reeves
Cr Trevor Stow
Cr Mendy Urie
Cr Kirsten Van Diggele
Cr John White

Executive Leadership Team

Fiona Weigall Acting Chief Executive Officer
Wayne Richards Acting General Manager Assets and Environment
Sarah Johnston General Manager Business Excellence
Stuart McConnell General Manager Place and Community

Purpose of Council meetings

- (1) Council holds scheduled meetings and, when required, unscheduled meetings to conduct the business of Council.
- (2) Council is committed to transparency in decision making and, in accordance with the *Local Government Act 2020*, Council and Delegated Committee meetings are open to the public and the community are able to attend.
- (3) Meetings will only be closed to members of the public, in accordance with section 66 of the Act, if:
 - (a) there are clear reasons for particular matters to remain confidential; or
 - (b) a meeting is required to be closed for security reasons; or
 - (c) it is necessary to enable the meeting to proceed in an ordinary manner.
- (4) A meeting closed to the public for the reasons outlined in sub-rule 3(b) or 3(c) will continue to be livestreamed. In the event a livestream is not available:
 - (a) the meeting may be adjourned; or
 - (b) a recording of the proceedings may be available on the Council website.

Governance Rules

A copy of East Gippsland Shire Council's governance rules can be found at <https://www.eastgippsland.vic.gov.au/council/council-policies>

Councillors pledge

As Councillors of East Gippsland Shire Council, we solemnly and sincerely declare and affirm that we will consider each item on this agenda in the best interests of the whole municipal community.

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 Objectives

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

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1 Procedural

1.1 Recognition of Traditional Custodians

East Gippsland Shire Council acknowledges the Gunaikurnai, Monero and the Bidawal 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.

1.2 Apologies

1.3 Declaration of Conflict of Interest

1.4 Confirmation of Minutes

That the minutes of the Council Meeting held Tuesday 6 February 2024 be confirmed.

1.5 Next Meeting

The next Council Meeting is scheduled be held on Tuesday 19 March 2024 at the Corporate Centre, 273 Main Street Bairnsdale commencing at 6.00 pm.

1.6 Requests for Leave of Absence

1.7 Open Forum

1.7.1 Petitions

1.7.2 Questions of Council

1.7.3 Public Submissions

1.8 Items for Noting

In accordance with section 54(5)(b) of the *Local Government Act 2020*, a copy of the Audit and Risk Committee Biannual Report is to be tabled and subsequently recorded in the minutes of the meeting.

Attachments

1. Audit and Risk Committee Biannual Report - July to December 2023 [**1.8.1.1** - 8 pages]



Audit and Risk Committee

Biannual Report

July to December 2023



Introduction

East Gippsland Shire Council (Council) is required to establish an Audit and Risk Committee (the Committee) under section 53(1) of the *Local Government Act 2020* (the Act).

Additionally, section 54(1) of the Act requires councils to prepare and approve a Committee Charter (the Charter) which specifies the Committee's objectives, authority, composition, tenure, roles and responsibilities along with reporting, administrative and governance arrangements. The current Charter was adopted by Council 16 August 2022.

Section 54(5)(a) of the Act also requires the Committee to prepare a biannual audit and risk report that describes its activities, findings and recommendations. A copy of this report must also be provided to the Chief Executive Officer (CEO) for tabling at the next practicable Council meeting.

This Report outlines the activities of the Committee for the reporting period (July to December 2023).

Membership

The Committee is comprised of seven members: four independent members (one of whom is Chair), the Mayor of the day and two Councillors appointed by Council. The current membership of the Committee, including any changes that occurred during the reporting period, is set out below:

Council Representatives

Mayor, Councillor Mark Reeves (Mayoral term concluded 26 October 2023)
 Mayor, Councillor Tom Crook (Elected 26 October 2023)
 Councillor Mendy Urie
 Councillor John White

Independent Members

Ms Celeste Gregory (2023 Chair)
 Ms Claudia Goldsmith
 Mr Jason Hellyer
 Ms Susan Lloyd (Commenced November 2023)

Meetings and Attendance

In accordance with the Charter, an ordinary meeting is held once each quarter and a joint meeting with Councillors is held annually in September to discuss:

- Council's audited draft financial report and performance statement; and
- the Committee's self-assessed performance evaluation for the previous financial year.

As detailed in the Charter, a quorum will exist if four (4) or more Committee Members are present, and the number of external Independent Members present is equal to or greater than the number of Councillor members. Meetings during the reporting period complied with quorum requirements.



The Committee met four times during the reporting period:

Meeting Date	Type
21 August 2023	Ordinary Committee Meeting
4 September 2023	Committee Only Workshop
26 September 2023	Special Committee Meeting / Annual Joint Meeting
20 November 2023	Ordinary Committee Meeting

In accordance with the Charter, Councillors who are not members of the Committee may attend meetings of the Committee as observers. Through the Chair, non-member Councillors may ask questions in relation to matters listed on the agenda but may not participate in discussion.

The Chief Executive Officer, General Manager Business Excellence, Manager Governance and Committee Secretariat, when practicable and appropriate, attend all meetings of the Committee. Other members of Council staff may be invited to attend meetings to present reports.

Attendance during the reporting period is shown in Table 1.

Table 1

Member	Role	21/08/23	04/09/23	26/09/23	20/11/23
Cr Mark Reeves	Mayor (July to October)	✕	✕	✓	⊖
Cr Tom Crook	Mayor (Elected 26 October)	⊖	⊖	⊖	✓
Cr Mendy Urie	Council Representative	✓	✓	✓	✓
Cr John White	Council Representative	✓	✓	✓	✓
Ms Celeste Gregory	Independent Chair	✓	✓	✓	✕
Ms Claudia Goldsmith	Independent Member	✓	✓	✓	✓
Ms Susan Lloyd	Independent Member	⊖	⊖	⊖	✓
Mr Jason Hellyer	Independent Member	✓	✓	✓	✓

Attendance Key ✓ = In Attendance ✕ = Apology ⊖ = Not Required

In the absence of the Chair, the Committee elects another independent member in attendance as Acting Chair. Accordingly, Jason Hellyer was elected as Acting Chair for the meeting held on 20 November 2023.



Internal Audit

A key responsibility of the Committee is to monitor Council's internal audit program. The internal audit function of Council is supported by the engagement of independent Internal Audit professionals to provide analysis and recommendations aimed at improving Council's governance, risk, and management controls.

A three-year Strategic Internal Audit Plan was endorsed by the Committee in May 2023 and approved by Council in August 2023. The Committee monitors the delivery of the plan at each meeting.

A representative from Crowe attended each Committee meeting to provide an update on the progress of the Internal Audit Plan and to present results for each audit undertaken.

Implementation of Audit Recommendations

In accordance with the Committee's Charter, the Committee is also responsible for monitoring progress on actions required to achieve rectification of any issues identified following an Internal Audit. At the meeting held on 20 November 2023, the Committee noted the following progress:

Internal Audit Area	Number of Actions							
	In Quarterly Report	Completed	On Schedule	Behind Schedule	Not Commenced	On Hold	Not Updated	Withdrawn
Management of Plant and Equipment	1		1					
Food Act and Health Compliance	2	1	1					
Occupational Health and Safety (Staff)	8	2	2	4				
Records Management	6	1	1	4				
Payroll	11		11					
Internal Stand Alone - Statutory Planning	5		3	2				

External Audit

The Victorian Auditor General's Office (VAGO) appointed RSD Audit to complete external audits of East Gippsland Shire Council, as required by the *Audit Act 1994*. A representative of RSD Audit attends meetings as required.

The 2022/23 Final Management Letter was presented to the Committee at its meeting of 26 September 2023.



Annual Work Program

The meeting agenda is driven by the Committee's Annual Work Program, which was formally endorsed at the meeting held 20 February 2023. The matters from the Annual Work Program considered by the Committee at each meeting are provided in **Table 2**.

Key Highlights

The key highlights for the Committee during the current reporting period were:

- Recruitment and appointment of Susan Lloyd as an Independent Member;
- Review of the Strategic Risk Register was undertaken;
- Internal Audit Report – Payroll was completed;
- Overall positive feedback from the Annual Performance Evaluation presented to Councillors at the September Joint Meeting; and
- The large volume of projects which are to be delivered by Council are ahead of schedule.

The Committee received and considered reports/information on the following key areas of interest:

- Staff turnover challenges experienced by East Gippsland as at 30 June 2023, particularly in management roles. This has been attributable to a restructure of positions undertaken by the CEO and attrition due to the post-COVID "Great Resignation". The Committee noted this is a sector wide issue and not specific to East Gippsland;
- With the number of projects "In Progress", the Committee queried whether, in the current environment, if it is feasible to be delivered. The Committee was advised the current projects are achievable noting many are in design works and Council is currently ahead of schedule;
- Completion of Fraud (Policy) Awareness training being a mandatory module for staff to complete as part of the Fraud Framework review;
- The Strategic Risk Register is currently being reviewed by Council's Executive Leadership Team and consideration will be given to including a cyber/technology risk as suggested by the Committee;
- An enhancement for Emergency Management Preparedness Standing Operating Procedures to include "Heat Wave" conditions;
- Lakes Entrance Northern Growth Area – Developer Contribution Risk Mitigation highlighting whether the estimate is current (given the length of time being 10 years) and whether landowners are agreeable;
- IBAC Sandon Report and in particular the recommendations and implications across East Gippsland, noting this is sector wide and has potentially significant changes to frameworks and legislation for local government;



- As a result of the Annual Performance Evaluation, the Committee noted they would like:
 - More focus on strategic planning processes, associated risks and mitigation strategies;
 - What feedback the Councillor cohort are interested in outside of the minutes from meetings;
 - Implementation of the changes from the revised Charter; and
 - Updates to the questions will be considered in the 2024 performance evaluation;
- The Annual Investment Report was deferred to the February 2024 meeting;
- BCP testing will be conducted in the new year, anticipated to commence March 2024;
- An audit of the Operational Risk Register will be conducted in 2024 with further review of operational risks to be identified; and
- Emerging Issues section of the Agenda may be expanded to provide opportunities for the Committee to raise other emerging issues which may not be presented to the Committee at that time.



TABLE 2

Annual Work Program 2023		21 August 2023		26 September 2023		20 November 2023	
Reports	Source	Planned	Actual	Planned	Actual	Planned	Actual
Officer Reports							
Quarterly Finance Report	LGA 54(2)(b) / Charter 1.2					✓	✓
Quarterly Capital Works and Major Projects Report	Not Defined					✓	✓
Quarterly Councillors' Expenses Report	Charter 1.6(l)	✓	✓			✓	✓
Quarterly Strategic Risk Management Report	Charter 1.6(c)	✓	✓			✓	✓
Quarterly Occupational Health and Safety Report	Not Defined	✓	✓			✓	✓
Quarterly Major Insurance and Legal Claims Report	Charter 1.6(h)	✓	✓			✓	✓
Annual Council Policies Report	Charter 1.6(f)					✓	✓
Integrity Reports (as required)	Charter 1.6(k)		✓				
Fraud Control	Charter 1.6(d)	✓	✗				✓
Annual Investment Report	Investment Policy					✓	✓
Annual Gifts, Benefits and Hospitality Report	Gifts Benefits and Hospitality Policy					✓	✓
Annual Risk Management Framework Review	Charter 1.6(c)					✓	✓
Review Draft Financial Report and Performance Statement	LGA 2020 - s54(2)(b) Charter 1.6(a)			✓	✓		



Annual Work Program 2023		21 August 2023		26 September 2023		20 November 2023	
Reports	Source	Planned	Actual	Planned	Actual	Planned	Actual
Audit Matters							
Internal Audit Plan Progress Update	Charter 1.6(g)	✓	✓			✓	✓
Internal Audit Recommendations - Actions Update Report	Charter 1.6(g)	✓	✓			✓	✓
Internal Audit Reports (as required)	Charter 1.6(g)		✓			✓	✓
External Auditor - Annual Meeting (Committee Only)	Charter - Roles			✓	✓		
External Auditor - Final Management Letter	Charter 1.6(b)			✗	✓	✓	✗
Committee Matters							
Actions Arising Update	Not Applicable	✓	✓			✓	✓
Annual Work Program	LGA 2020 - s54(3)					✗	✓
Annual Performance Assessment	LGA 2020 - s54(4)(a) Charter 1.6(j)			✓	✓		
Biannual Activity Report	LGA 2020 - s54(5)(a) Charter 1.6(n)	✓	✓				
Unplanned Reports Presented							
Staff Turnover	Committee Request (20/09/22)		✓				
Emergency Management Preparedness	GMPC Request (31/08/23)						✓
Lakes Entrance Northern Growth Area	GMPC Request (12/09/23)						✓

2 Notices of Motion

2.1 Amendment to the contents of East Gippsland Shire Council's Meeting Minutes

Take notice that it is my intention to move at the Ordinary Meeting of Council to be held on Tuesday 27 February 2024 at 6.00 pm or at any adjournment of that meeting:

That Council:

- 1. seeks a report on revising its Governance Rules to include in the minutes of each Council meeting the names of each Councillor who:***
 - a) spoke on each motion; and***
 - b) voted for, against or abstained from voting on each motion.***
- 2. notes that the Acting Chief Executive Officer will also consider introducing administrative practices to record the names of all Councillors who vote for, against or abstain for each agenda item, in the Council meeting minutes.***

Signed: Cr Mark Reeves

Date: 20 February 2024

Rationale

Recommendation 24 of the [IBAC Operation Sandon report](#) calls for Model Governance Rules that would require Council meeting minutes to state:

- 'a) The names of each councillor who spoke on each motion and
b) The names of councillors who voted for and against each motion (regardless of whether a division was called).'*

It is recognised that the recommendations from this report are currently being considered by the Victorian Government and proposed legislative reforms have been distributed to the sector for feedback. Therefore, the final position on whether or not a Model Governance Rules will be introduced is yet to be determined. This Council has previously discussed this matter and agreed to delay modifications to its Governance Rules, considering the above and in light of the fact that it is an Election Year.

However, open and transparent Council meetings are vital to Council integrity. When community members can clearly see how and why a Council decision was made, they are able to understand decisions and hold their elected officials to account. A lack of transparent decision-making can conceal corruption or perceptions of corruption and diminish the community's trust that decisions are made in the public interest.

The community has an expectation that Councillors are present and committed to the governance process and actively contribute by participating in decision making. To remain mute and not cast a vote may be a personal prerogative, but the community has a right to understand why a Councillor has made this choice to remove themselves from the decision-making process. By ensuring that Councillors document their decision, Councillors will be able to describe the reason clearly and transparently for their abstinence and it will be on the record in perpetuity.

This Notice of Motion would bring East Gippsland Shire Council into line with many other progressive and transparent shires in Victoria, Australia and internationally.

While Officers are preparing a report back to Council on this matter it would also be possible to enhance the Council Meeting Minutes through recording the names of each Councillor and their voting on each matter considered by Council.

Council's Governance Rules (sub rule 13.1) set out what must be included in the minutes. The recording of yes, no and abstaining is not on that list. However, there is nothing preventing an administrative decision to include additional information. Therefore, the organisation could decide to include this in the minutes, after approval from the Acting Chief Executive Officer. The Acting Chief Executive Officer could then determine that to match the live streamed and publicly available recordings of the Open Council meetings, the minutes will now reflect how each Councillor voted; yes, no or abstained for each motion.

3 Deferred Business

4 Councillor and Delegate Reports

5 Officer Reports

5.1 Business Excellence

5.1.1 Finance Report Period Ended 31 December 2023

Authorised by General Manager Business Excellence

Conflict of Interest

Officers preparing this report have no conflict of interest to declare.

Executive Summary

Provided in this report as at the end of December 2023, is an overview of the year-to-date (YTD) operating and capital expenditure compared to the forecast result, and adjustments to the adopted budget for the full year that have been incorporated into the full year forecast result.

The *Local Government Act 2020* (the Act), section 97 (1) requires a quarterly finance report to be presented to Council as soon as practical after the end of each quarter. The Act, Section 97 (3) also requires that the second quarterly finance report to Council includes a statement by the Chief Executive Officer (CEO) as to whether a revised budget is, or may be, required. Section 95 (1) of the Act sets out the circumstances where Council must prepare and adopt a revised budget. These are as follows:

- (a) A variation to the declared rates or charges; or
- (b) Undertake any borrowings that have not been approved in the budget; or
- (c) Make a change to the budget that the Council considers should be the subject of community engagement.

The Acting CEO, having considered the circumstances that would require a revised budget, has determined that a revised budget will not be required for the 2023/24 financial year.

Detailed variances are presented in the attachments to this report. Summaries for key areas are provided below:

Operating result

The operating result for the 2023/24 financial year is forecast to be a deficit of \$5.639 million compared to the adopted operating surplus of \$43.559 million. This is a forecast reduction in operating surplus of \$49.198 million. The reasons for this are detailed in the table below:

Description	Amount	Comments
Operating Grants income reduction	(\$18.7M)	Advance payment of the 2023/24 Grants Commission allocation was received in the 2022/23 year.
Capital Grants income reduction	(\$16.566M)	Capital grants have reduced based on the timing of the works for projects that the grant funding applies to.
Operating expenditure - increase	(\$15M)	Expenditure for operating projects that received grant funding in the previous financial year but the works are undertaken in the 2023/24 year.
Various other minor changes – net increase in income	\$1.068M	Various changes the most significant being additional income from interest on invested surplus funds.
Total	(\$49.198M)	

Cash Position

The expected end-of-year cash position of \$57.028 million is \$15.054 million greater than the adopted budget. The most significant differences are detailed in the table below:

Description	Amount	Comments
Capital Works	\$13.982M	Council cash for capital projects that were budgeted in 2023/24 but will not be completed in 2024/25 year.
Various other adjustments	\$1.072M	Timing of when funding has been or will be received and other minor adjustments.

Capital works

The current forecast capital works expenditure is \$94.63 million. This is a \$25.297 million reduction from the budget of \$119.927 million. The reason is detailed in the table below:

Description	Amount	Comments
Various capital projects	\$25.297M reduction	A number of projects will not be completed until the 2024/25 year.

Details of the forecast variances and other financial information are included in **Attachments 1 to 7**.

Officer Recommendation

That Council:

- 1. receives and notes this report and all attachments pertaining to this report;**
- 2. notes that the Acting Chief Executive Officer has determined that no revised budget is required for the 2023/24 financial year; and**
- 3. adopts the Finance Report for the six-month period ended 31 December 2023, as outlined in Attachments 1 to 7.**

Background

Overview of Financial Performance

Provided in this report as at the end of December 2023, is an overview of the year-to-date (YTD) operating and capital expenditure compared to the forecast result, and adjustments to the adopted budget for the full year that have been incorporated into the full year forecast result.

Year-to-Date

Net Comprehensive Result

The YTD favourable variance of \$9.135 million is primarily the result of the timing for works and when income has been received.

Refer to **Attachment 1** for a full explanation of all variances.

Full Year – Budget

Net Comprehensive Result

The expected operating result for the year is a deficit of \$5.639 million which is \$49.198 million less than the adopted budget of a surplus of \$43.559 million.

There was also \$15 million of costs associated with incomplete projects and programs where the funding was included in the 2022/23 financial year but will now be completed in the 2023/24 year. The advance payment of the 2023/24 Victoria Grants Commission allocation in the 2022/23 year has reduced the recurrent operating grants forecast by \$18.7 million also. There is also a net reduction in the expected non-recurrent capital grant income of \$16.566 million as a result of the timing for when those funds will be received.

Adjusted Underlying result

The adjusted underlying result is the net result for the year adjusted for non-recurrent capital grants, non-monetary contributions and capital contributions from other sources. The unfavourable variance of \$32.91 million is primarily a result of the forecast reduction in operating surplus of \$49.198 million offset by a reduction in non-recurrent capital funding of \$16.566 million.

Attachment 1 provides further explanation of the variances discussed above.

Cash Position

Year-to-Date:

As at 31 December 2023, Council held cash of \$113.669 million. This is greater than YTD expectations as a result of the timing of works and services and the delivery of the capital works and landfill rehabilitation program.

Full Year

The end-of-year forecast cash position of \$57.028 million is \$15.054 million greater than the adopted budget of \$41.974 million. This forecast cash position takes into account the actual 2022/23 end-of-year result that was more favourable than estimated at the time of adopting the 2023/24 budget. The forecast end of year cash also includes \$13.982 million of Council cash for capital and landfill rehabilitation projects that will be carried forward for completion in the 2024/25 year. The cash at year end though is restricted in nature and committed to various provisions, that are required to be cash funded, for landfill rehabilitation projects and employee annual and long service leave. The use of this cash happens over time as landfill rehabilitation works are undertaken and employees take leave entitlements.

For further details, please refer to the Balance Sheet variance explanations in **Attachment 2**, Statement of Cash Flows at **Attachment 3** and Financial Performance Indicators and Unrestricted cash at **Attachment 7**.

Capital Works and Landfill Rehabilitation Projects

Year-to-Date:

The adopted budget for the 2023/24 financial year was \$119.262 million in capital works and a further \$6.7 million in landfill rehabilitation projects, giving a total of \$125.962 million. There were also additional projects from the 2022/23 year that were incomplete at year end and were carried forward into 2023/24, which added a total of \$0.626 million to the adopted budgets for capital and landfill rehabilitation projects.

Actual YTD capital and landfill rehabilitation projects expenditure at the end of December 2023 was \$26.533 million.

Full Year:

The forecast capital and landfill rehabilitation expenditure for the 2023/24 year is \$95.518 million. There has been a forecast reduction in capital works and landfill rehabilitation expenditure of \$31.07 million from the adopted budget. Capital and landfill rehabilitation project expenditure of \$24.917 million will be carry forward into the 2023/24 year for completion.

Legislation

As of 1 July 2021, all provisions of the *Local Government Act 2020* commenced. Some provisions of the *Local Government Act 1989*, that have not been repealed, will remain applicable until such time as they are revoked.

This report has been prepared in accordance with *Local Government Act 2020*, Section 97 of the *Local Government Act 2020* requires a quarterly budget report be presented to the Council at a Council meeting which is open to the public. The quarterly budget report must include a comparison of the actual and budgeted results to date and an explanation of material variances. The second quarterly report of a financial year must include a statement by the Chief Executive Officer as to whether a revised budget is, or may be, required.

The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights detailed in the Victorian Government's Charter of *Human Rights and Responsibilities Act 2006*.

In preparing this report the Victorian *Gender Equality Act 2020* has been considered. The implications of the report have been assessed and are compliant with the obligations and principles of the *Gender Equality Act 2020*. The need for a Gender Impact Assessment has also been assessed. The implications of this report have been assessed and align with the principles and objects of the *Gender Equality Act 2020*.

Collaborative procurement

This is not applicable for this report.

Council Plan

This report has been prepared and aligned with the following strategic objectives set out in the Council Plan 2021-2025:

Strategic Objective 5: 5.5 Resources are managed to meet current and future needs and priorities.

Council Policy

Not applicable for this report

Options

Not applicable for this report.

Resourcing

Financial

Refer to the following **attachments**:

1. Income and Expenditure Statement and Explanation of Variances
2. Balance Sheet and Explanation of Variances
3. Statement of Cash Flows and Explanation of Variances
4. Reconciliation of Adopted (Operating) budget to Forecast budget
5. Summary of Capital Works and Landfill Rehabilitation
6. Rates Performance
7. Financial Performance Indicators including unrestricted cash information

Plant and equipment

Not applicable for this report.

Human Resources

Not applicable for this report.

Risk

The risks of this proposal have been considered and are not applicable to this report.

Economic

Not applicable for this report.

Social

Not applicable for this report.

Gender Impact Statement

Given that this report provides an overview of the Finance Report for the period ending 31 December 2023, a gender impact assessment is not applicable.

Environmental

Not applicable for this report.

Climate change

This report has been prepared and aligned with the following Climate Change function/category:

This report is assessed as having no direct impact on climate change.

Engagement

Not applicable for this report.

Attachments

1. Income and Expenditure Statement and Explanation of Variances [**5.1.1.1** - 8 pages]
2. Balance Sheet and Explanation of Variances [**5.1.1.2** - 3 pages]
3. Statement of Cash Flows and Explanation of Variances [**5.1.1.3** - 2 pages]
4. Reconciliation of Adopted (Operating) budget to Forecast budget [**5.1.1.4** - 1 page]
5. Summary of Capital Works and landfill Rehabilitation [**5.1.1.5** - 2 pages]
6. Rates Performance [**5.1.1.6** - 1 page]
7. Financial Performance Indicators including unrestricted cash information [**5.1.1.7** - 1 page]

Attachment 1

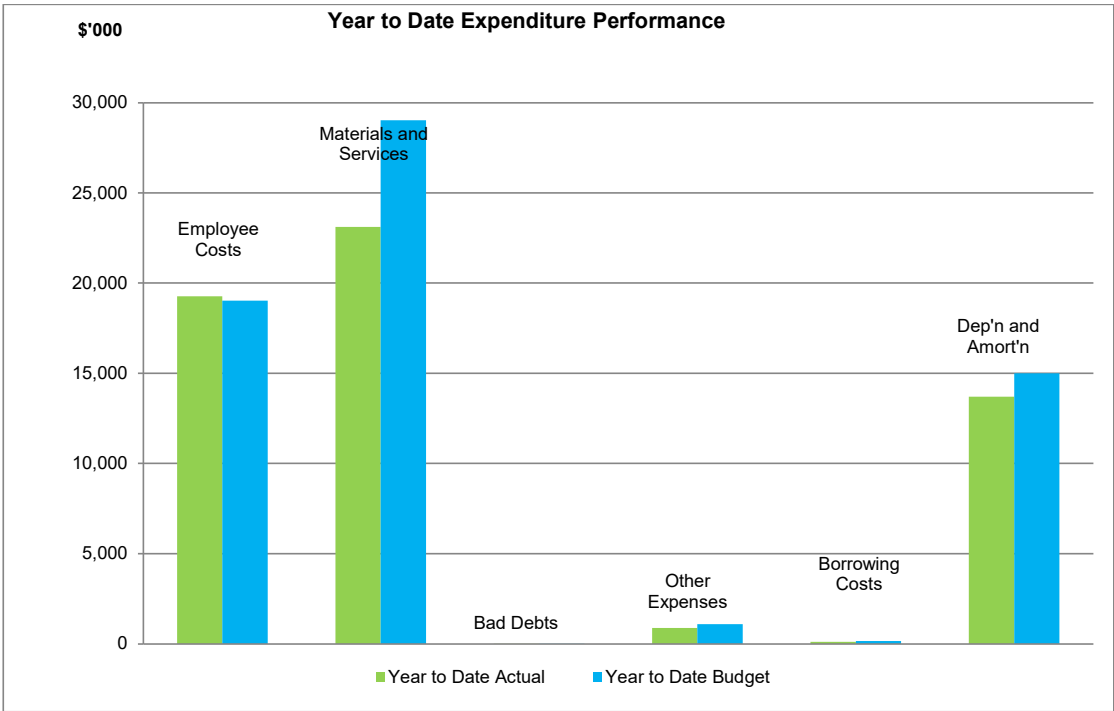
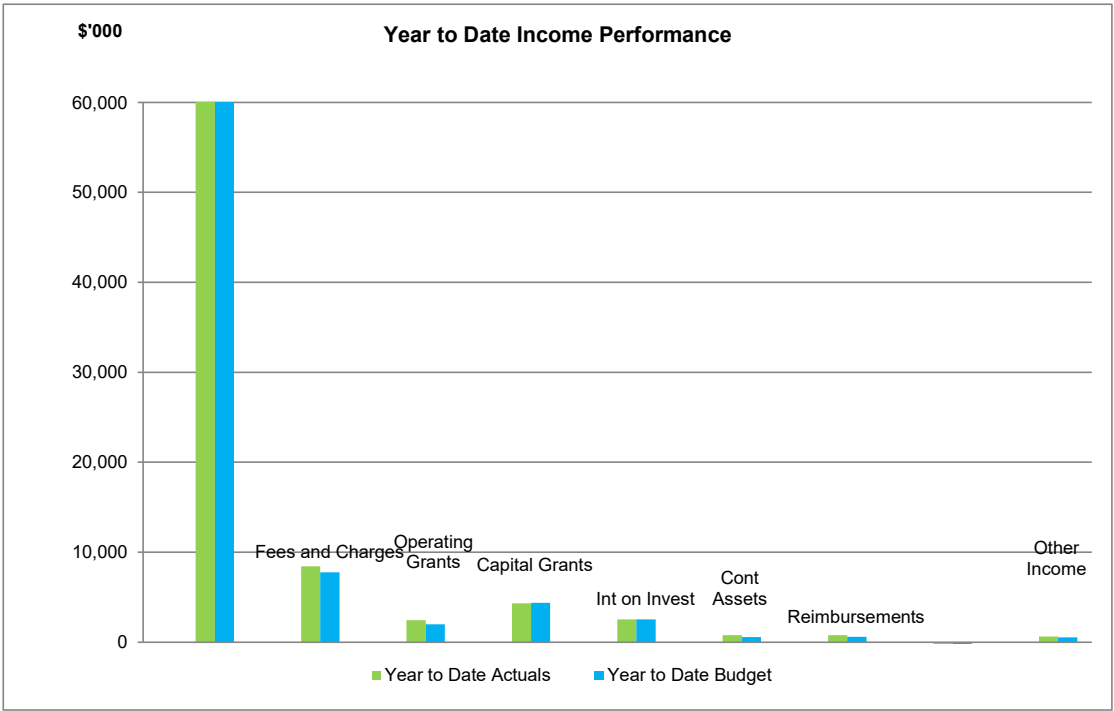
Income Statement for the period ended 31 December 2023

Item	Year-to-date			Note	Full Year			Note
	Actual (\$'000)	Forecast Budget (\$'000)	Variance (\$'000)		Adopted Budget (\$'000)	Forecast Budget (\$'000)	Variance (\$'000)	
Revenues								
Rates	69,362	69,119	243	A1	69,205	69,205	0	
Statutory Charges	1,549	1,061	488	A2	2,238	2,348	110	B1
User Charges	6,868	6,700	168	A3	13,241	13,207	(34)	
Recurrent Operating Grants	972	1,046	(74)	A4	20,636	1,873	(18,763)	B2
Non Recurrent Operating Grants	1,480	946	534	A5	3,281	3,338	57	B3
Recurrent Capital Grants	250	255	(5)		2,588	2,631	43	
Non Recurrent Capital Grants	4,059	4,123	(64)	A6	51,622	35,056	(16,566)	B4
Interest on Investment	2,536	2,530	6		2,040	4,040	2,000	B5
Contributed Assets Non monetary	0	0	0		2,000	2,000	0	
Contributions Monetary	771	559	212	A7	116	800	684	B6
Reimbursements and other contributions	795	597	198	A8	803	1,266	463	B7
Gain (Loss) on Sale of Assets	(1,033)	(1,153)	120	A9	0	(1,153)	(1,153)	B8
Other Income	616	553	63	A10	1,059	1,071	12	
Total operating revenues	88,225	86,336	1,889		168,829	135,682	(33,147)	
Expenses								
Employee Benefits	19,261	19,016	245	A11	40,767	40,322	(445)	B9
Materials and services	23,105	29,028	(5,923)	A12	52,257	68,730	16,473	B10
Depreciation and Amortisation	13,692	14,996	(1,304)	A13	29,956	29,993	37	
Bad and doubtful debts	10	4	6		28	28	0	
Borrowing costs	106	154	(48)		308	308	0	
Finance cost - leases	0	0	0		1	1	0	
Other expenses	873	1,095	(222)	A14	1,953	1,939	(14)	
Total operating expenses	57,047	64,293	(7,246)		125,270	141,321	16,051	
Operating Surplus/(Deficit)	31,178	22,043	9,135		43,559	(5,639)	(49,198)	B11
Other Comprehensive Income								
Net Asset revaluation Increment/(Decrement)	0	0	0		0	0	0	
Net Comprehensive surplus	31,178	22,043	9,135		43,559	(5,639)	(49,198)	
Non Recurrent Capital Grants	(4,059)	(4,123)	64		(51,622)	(35,056)	16,566	
Contributed Assets	0	0	0		(2,000)	(2,000)	0	
Capital contributions - Monetary	(384)	(267)	(117)		(66)	(344)	(278)	
Adjusted Underlying Surplus/(Deficit) excluding Asset valuation	26,735	17,653	9,082		(10,129)	(43,039)	(32,910)	B12

(Note: this report has not been audited)

Please see the next page for an explanation of variances

Positive Variance - Greater income or less expenditure	Negative Variance - Less income or greater expenditure
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EXPLANATION OF VARIANCES
INCOME AND EXPENDITURE STATEMENT
PERIOD ENDING – 31 December 2023

Note: Reference to timing differences through these notes mean that the actual income or expenditure has or will be received or expended at a different time to when it had been budgeted for; but will have no impact on the expected end of year result.

Year-to-Date (YTD) Variances

Notes (for category variances greater than 10 per cent or \$50,000)

A1	<p>Favourable Variance \$243k</p> <p>Rates are \$243k greater than YTD budget as a result of valuation objections yet to be finalised.</p>
A2	<p>Favourable Variance \$488k</p> <p>Statutory Charges are \$488k greater than YTD budget as a result of additional Planning income for the year to date.</p>
A3	<p>Favourable Variance \$168k</p> <p>User Charges are \$168k greater than YTD budget mainly as a result of the recreation centre memberships being paid earlier than expected together with caravan park fees being slightly ahead of budget forecasts.</p>
A4	<p>Unfavourable Variance \$74k</p> <p>Recurrent Operating Grants are \$74k less than YTD budget as a result of the timing for receipt of some grants.</p>
A5	<p>Favourable Variance \$534k</p> <p>Non-Recurrent Operating Grants are \$534k greater than YTD budget as a result of the timing for receipt of some grants.</p>
A6	<p>Unfavourable Variance \$64k</p>

	Non Recurrent Capital Grants are \$64k less than YTD budget. This is due to the timing of grant funded projects and claims that are yet to be made for approved grants.
A7	Favourable Variance \$212k Monetary Contributions are \$212k greater than YTD budget as a result of capital and subdivision contributions being received earlier than expected.
A8	Favourable Variance \$198k Reimbursements are \$198k greater than YTD budget as a result of reimbursement for workcover expenses being greater than anticipated as at the end of December.
A9	Favourable Variance \$120k Gain (Loss) on Sale of Assets is \$120k greater than YTD budget as a result of the proceeds from sale of assets being greater than the written down value of those assets for the year to date.
A10	Favourable Variance \$63k Other income is \$63k greater than YTD budget mainly as a result of the raising of lease invoices early than originally expected together with additional income from the Fuel Tax offset.
A11	Favourable Variance \$245k Employee Benefits expenditure is \$245k greater than the YTD budget. This is mainly the result of the timing for the Oncost recoveries.
A12	Favourable Variance \$5.923m Materials and Services expenditure is \$5.923m less than the YTD budget. This is mainly the result of the timing for payment of funding agreements as well as expenditure related to major projects that will now occur later in the year as a result of the timing of contracts. There are also some grant related programs that have yet to commence and will progress over the remainder of the financial year.
A13	Favourable Variance \$1.304m Depreciation and Amortisation is \$1.304m less than the YTD budget mainly as a result of the timing for completion of the new landfill cell as well as the associated air space asset together with less capitalisation of works than expected at the end of December.

A14	<p>Favourable Variance \$222k</p> <p>Other expenses are \$222k less than the YTD budget mainly as a result of the timing for lease payments, audit fees and memberships together with legal expenses being less than expected as at the end of December.</p>
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Full Year Variances

Notes (for variances greater than 10 per cent or \$50,000)

B1	<p>Favourable Variance \$110k</p> <p>Statutory Charges: The full year forecast budget is estimated to be greater than the adopted budget by \$110k as a result of an expected increase in planning permit fees.</p>
B2	<p>Unfavourable Variance \$18.763m</p> <p>Recurrent Operating Grants: The full year forecast budget is estimated to be less than the adopted budget by \$18.763m. This is a result of the Victoria Grants Commission indicative allocation for the 2023/24 year being advance paid in the 2022/23 year. The advance payment was \$19.6m. The final allocation though does see grant funding of \$878k that will be received in the 2023/24 year as a result of CPI and other adjustments.</p>
B3	<p>Favourable Variance \$57k</p> <p>Non-Recurrent Operating Grants: The full year forecast budget is estimated to be greater than the adopted budget by \$57k. The additional grants is a result of a number of changes for new or amended grants offset by grants that will now not be received. Refer to the summary of grants below for further information.</p>
B4	<p>Unfavourable Variance \$16.566m</p> <p>Non-Recurrent Capital Grants: The full year forecast budget is estimated to be less than the adopted budget by \$16.566m as a result of final grant income being confirmed as well as some grant income being brought to account in the previous financial year and other grant income now expected to be received in the 2024/25 year.</p>
B5	<p>Favourable Variance \$2m</p> <p>Interest on Investments: The full year forecast budget is estimated to be greater than the adopted budget by \$2m as a result of the increase in interest rates in the first quarter of the year together with additional funds that have been available for investment as a result of the timing of some capital projects that were incomplete at the end of last year and now being completed in the current year. There was also \$15m of operational grants and projects that were incomplete at year end and this also added to the funds available for investment.</p>
B6	<p>Favourable Variance \$684k</p>

	Contributions Monetary: The full year forecast budget is estimated to be greater than the adopted budget by \$684k. This is mainly due to additional contributions to be received for capital projects as well as subdivision activity.
B7	Favourable Variance \$463k Reimbursements: The full year forecast budget is estimated to be greater than the adopted budget by \$463k. This is due to reimbursement for a capital project and for an ICT operational project.
B8	Unfavourable Variance \$1.153m Gain(Loss) on Sale of Assets: The full year forecast budget is estimated to be less than the adopted budget by \$1.153m. This is due to a number of infrastructure assets being required to be written off. The main assets were timber bridges that have been replaced by concrete bridges.
B9	Favourable Variance \$445k Employee Benefits: The full year forecast budget is estimated to be less than the adopted budget by \$445k. There has been a reduction in the estimated employee costs as a result of utilising some agency staff for vacant positions.
B10	Unfavourable Variance \$16.473m Materials and Services: The full year forecast budget is estimated to be greater than the adopted budget by \$16.473m. There were a number of grant funded projects from 2022/23 year that were incomplete at year end together with other projects that were Council funded and had commitments in the previous financial year that will now be completed in the 2023/24 year. The total of these works is \$15m. There will also be additional expenditure for new grant funding for a number of projects of \$830k that added to the forecast expenditure. There are some other minor variances.
B11	Unfavourable Variance \$49.198m Operating Surplus/(Deficit): The decrease in operating surplus is a net result of the variances explained above; but mainly the result of projects and programs that have been carried over from the previous financial year for completion in the 2023/24 year of \$15m and the advance payment of the Victoria Grants Commission allocation which accounts for a further \$18.7m. There is also a reduction in non-recurrent capital grants of \$16.5m as a result of the timing for when these grants will now be received. Offsetting this is a number of increased income items including an additional \$2m for interest on investments.
B12	Unfavourable Variance \$32.910m

	Underlying Surplus: This is a result of the change in operating surplus, taking into account the change to non-recurrent capital grants and other capital contributions.
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Summary of amendments to operating grant income as at 31 December 2023			
Grant Name	Adopted	Revised	New/Increase
	Budget	Income Budget	/ (Decrease)
	\$	\$	\$
1108 - Roadside Weeds and Pest Management	75,000	78,734	3,734
1113 - Immunisations	26,570	26,570	0
1120 - FreeZA	35,500	35,500	0
1135 - Be Connected	1,000	0	(1,000)
1136 - Tobacco Education	12,326	12,326	0
1140 - Municipal Emergency Resourcing	120,000	120,000	0
1170 - Vulnerable Persons Project	47,287	2,455	(44,832)
1180 - Forge Theatre - Creative Victoria MOU	60,000	60,000	0
1185 - Victorian Seniors Festival	3,105	3,105	0
1220 - VGC - General Purpose Grant	13,794,199	615,099	(13,179,100)
1225 - VGC - Local Roads Grant	5,805,397	262,632	(5,542,765)
1235 - Children's Week Event	700	0	(700)
1285 - 16 Days of Activism	0	1,500	1,500
1301 - Future Proof Young People	318,744	318,744	0
1365 - Community Road Safety - VMS	0	12,000	12,000
1390 - Hearing our Voice	2,021	74,021	72,000
1406 - Buchan Streetscape - Economic Activation	0	393,817	393,817
1407 - Bruthen Streetscape - Economic Activation	0	151,256	151,256
1475 - Sarsfield Recreation Reserve Upgrade	120,000	120,000	0
1476 - Buchan Recreation Reserve - LRCI	937,000	(39,312)	(976,312)
1480 - Swifts Creek Recreation Reserve Upgrade	1,122,000	1,122,000	0
1485 - OCOC – Integrated Catchment Management	0	76,000	76,000
1490 - Club Terrace Community Facility (Black Summer Gran	601,250	601,250	0
1505 - Swifts Creek Economic Development Plan	150,000	150,000	0
1512 - Desexing and Microchipping Program	8,744	8,744	0
1539 - Robotics Program	0	750	750
1541 - Solar Cars	0	1,000	1,000
1542 - Promoting the Recycling Program	0	42,840	42,840
2039 - Community Resilience and Development Program	0	283,801	283,801
8006 - Beach Cleaning	2,000	2,000	0
School Crossing Supervision	118,192	118,192	0
Library	386,000	386,000	0
Parks and Gardens	20,000	20,000	0
Lake Tyers Trust	150,000	150,000	0
Total	23,917,035	5,211,024	(18,706,011)

Attachment 2

East Gippsland Shire Council Balance Sheet - Period ended 31 December 2023

Prior Year	Item	Year-to-date	Full Year			Note
Actual (\$'000)		Actual (\$'000)	Adopted Budget (\$'000)	Forecast Budget (\$'000)	Variance (\$'000)	
	Current assets					
95,055	Cash and investments	113,669	41,974	57,028	15,054	A1
8,768	Receivables	53,193	12,401	12,270	(131)	A2
45,262	Other financial assets					
1,043	Prepayments		699	699	0	
4,528	Other Current Assets	2,673	3,758	3,758	0	
154,656	Total Current Assets	169,535	58,832	73,755	14,923	
	Non-current assets					
1,442,201	Property, Infrastructure & Equipment	1,453,116	1,421,840	1,507,978	86,138	A3
7,455	Investment Properties	7,455	8,263	7,455	(808)	A4
682	Right of Use Assets	682	771	682	(89)	A5
446	Intangible Assets	396	2,814	2,814	0	
243	Receivables	194	500	200	(300)	A6
1,451,027	Total Non- Current Assets	1,461,843	1,434,188	1,519,129	84,941	
1,605,683	Total assets	1,631,378	1,493,020	1,592,884	99,864	
	Current liabilities					
13,125	Payables	1,451	14,414	14,414	0	
3,755	Trust Funds and Other Deposits	3,122	3,033	3,033	0	
19,197	Unearned Income	21,284	5,929	5,950	21	
12,887	Current Provisions	12,312	7,246	13,119	5,873	A7
75	Lease Liabilities	75	102	75	(27)	
1,262	Interest Bearing Liabilities	6,558	746	746	0	
50,301	Total Current Liabilities	44,802	31,470	37,337	5,867	
	Non-current liabilities					
4,550	Non - Current Provisions	4,560	6,547	3,509	(3,038)	A8
419	Unearned Income	424	428	428	0	
678	Lease Liabilities	678	758	678	(80)	A9
1,650	Interest Bearing Liabilities	1,650	8,485	8,485	0	
7,297	Total Non - Current Liabilities	7,312	16,218	13,100	(3,118)	
57,598	Total liabilities	52,114	47,688	50,437	2,749	
1,548,085	Net assets	1,579,264	1,445,332	1,542,447	97,115	
	Equity					
1,061,726	Reserves	1,061,727	945,206	1,061,370	116,164	A10
486,359	Total Retained Earnings	517,537	500,126	481,077	(19,049)	A11
1,548,085	Total Equity	1,579,264	1,445,332	1,542,447	97,115	
	Net Surplus for year	31,178	43,559	(5,639)	(49,198)	

(Note: this report has not been audited)

Please see the next page for an explanation of variances

EXPLANATION OF VARIANCES

BALANCE SHEET – PERIOD ENDING 31 December 2023

Full Year Variances

Notes (for variances greater than 10 per cent or \$50,000)

A1	<p>Favourable Variance \$15.064m</p> <p>Cash and Investments: The end-of-year forecast cash position of \$57.028m is \$15.064m greater than the adopted budget of \$41.974m. The increase in the forecast cash position is a result of adjustments from the 2022/23 year end actual result versus the forecast result included in the adopted budget together with the revised cash projections for other balance sheet items based on the 2022/23 end of year actual result. The end of year cash position also includes the estimated net carry forward of Council cash for capital and landfill rehabilitation projects of \$13.982m which will be now be spent in the 2024/25 year.</p>
A2	<p>Unfavourable Variance \$131k</p> <p>Receivables: The year-end forecast is \$131k less than the adopted budget to reflect a reduction in general debtors at the end of the 2022/23 year that was less than the forecast in the adopted budget.</p>
A3	<p>Favourable Variance \$86.138m</p> <p>Property, Infrastructure and Equipment are forecast to be \$86.138m greater than the adopted budget primarily as a result of the increase in the value of assets as a result of revaluations in 2022/23 year. This is offset by a forecast reduction in the capital program of \$25.297m.</p>
A4	<p>Unfavourable Variance \$808k</p> <p>Investment Properties are expected to be \$808k less than the adopted budget as a result of the end of 2022/23 year actual result.</p>
A5	<p>Unfavourable Variance \$89k</p> <p>Right of Use Assets are expected to be \$89k less than the adopted budget as a result the 2022/23 end of year result being less than the adopted budget.</p>
A6	<p>Unfavourable Variance \$300k</p> <p>Non Current Receivables are expected to be \$300k less than the adopted budget as a result of the South Bairnsdale Industrial Estate Special Charge Scheme instalment amounts moving to current assets.</p>
A7	<p>Unfavourable Variance \$5.873m</p> <p>Current Provisions are expected to be \$5.873m greater than the adopted budget as a result of the timing of landfill rehabilitation works that will now be undertaken in the 2024/25 year.</p>

A8	<p>Favourable Variance \$3.038mm</p> <p>Non-Current Provisions are expected to be \$3.038m less than the adopted budget as a result of the timing of landfill rehabilitation works that will now be undertaken in the 2024/25 year and transferred to current provisions..</p>
A9	<p>Favourable Variance \$80km</p> <p>Non-Current Lease liabilities are expected to be \$80k less than the adopted budget as a result of the final balance at the end of the 2022/23 year.</p>
A10	<p>Favourable Variance \$116.164m</p> <p>Reserves: The increase of \$116.164m is the result of the revaluation undertaken for land and buildings and infrastructure assets in 2022/23 that resulted in valuation increases that were greater than anticipated in the adopted budget.</p>
A11	<p>Unfavourable Variance \$19.049m</p> <p>Retained Earnings: The year-end forecast is greater than the adopted budget as a direct result of the actual result at the end of the 2022/23 year being greater than forecast at the time of adopting the 2023/24 budget by \$30.164m less the \$49.198m operating surplus reduction forecast for the 2023/24 year.</p> <p>The \$49.198m reduction in operating surplus includes \$15m of operating projects incomplete from the 2022/23 year and the adjustment from the advance payment of the 2023/24 Victoria Grants Commission allocation adjustment of \$18.8m year that were reflected in the additional operating surplus of \$30.164m at the end of the 2022/23 year.</p>

Attachment 3 Statement of Cashflows period ended 31 December 2023

Item	Year-to-date	Full Year			Note
		Adopted Budget	Forecast Budget	Variance	
	Actual (\$'000)	(\$'000)	(\$'000)	(\$'000)	
Cashflows from Operating Activities					
Ratepayer receipts	28,281	68,060	68,673	613	
Statutory fees and fines	1,558	2,238	2,316	78	
User fees	5,926	10,952	8,801	(2,151)	
Operating Grants	1,312	23,917	3,192	(20,725)	
Capital Grants	7,828	54,209	29,462	(24,747)	
Contributions	771	116	800	684	
Interest Received	2,819	2,000	4,023	2,023	
Trust funds and deposits taken	4,597	8,650	7,778	(872)	
Other Receipts and reimbursements	1,473	1,903	2,246	343	
Net GST refund/payment	(1,406)	0	6,221	6,221	
Payments to Employees	(19,624)	(40,290)	(40,322)	(32)	
Payments to Suppliers	(33,594)	(53,217)	(73,262)	(20,045)	
Trust funds and deposits repaid	(5,230)	(8,650)	(8,500)	150	
Other Payments	(960)	(1,953)	(2,133)	(180)	
Net Cash Provided by Operating	(6,249)	67,935	9,295	(58,640)	A1
Cashflows from Investing Activities					
Payments for Property/ Plant	(26,320)	(119,263)	(99,624)	19,639	
Proceeds from Investments	45,262	35,000	45,262	10,262	
Proceeds from sale of assets	731	600	1,034	434	
Net Cash Used in Investing	19,673	(83,663)	(53,328)	30,335	A2
Cashflows from Financing Activities					
Finance costs	(106)	(308)	(312)	(4)	
Loan Principal Repayments	5,296	(724)	(516)	208	
New Loans	0	7,043	6,835	(208)	
Interest paid-lease liability	0	(1)	(1)	0	
Repayment of lease liabilities	0	0	0	0	
Net Cash Used in Financing	5,190	6,010	6,006	(4)	
Net Increase / (Decrease) in Cash	18,614	(9,718)	(38,027)	(28,309)	
Cash At Beginning of Period/Year	95,055	51,692	95,055	43,363	A3
Cash at End of Period/Year	113,669	41,974	57,028	15,054	A4

(Note: this report has not been audited)

Please see the next page for an explanation of variances

EXPLANATION OF VARIANCES

STATEMENT OF CASHFLOWS – PERIOD ENDING 31 December 2023

Full Year Variances

A1	<p>Unfavourable Variance \$58.64m</p> <p>Net cash Operating: The change to the budget for cash inflows and outflows from operating activities is partly due to the revision to budgets for operating income and expenditures discussed in Attachment 1 above. There are also cash inflows and outflows, particularly for capital grants and supplier payments that are a result of income being received in advance and accruals at year end for payments made to suppliers 2023/24. The most significant variances relates to income received in 2022/23 for capital projects in 2023/24 of \$11.527m as well as \$10.935m for capital grants now not expected to be received until the 2024/25 year together with the reduction in operating grants due to the advance payment of the Victoria Grants Commission 2023/24 grant of a net \$18.8m and supplier payments for accrued expenses in the 22/23 year paid in the 2023/24 year of \$26.078m. There are a number of other forecast adjustments relating to the expected timing of income such as the refund of GST.</p>
A2	<p>Favourable Variance \$30.335m</p> <p>Net cash investing: The change to the cash used in investing activities is due to the revised estimate of capital works expenditure to be completed and paid in the 2023/24 year together with the additional cash resulting from the proceeds of investments from the 2022/23 year.</p>
A3	<p>Favourable Variance \$43.363m</p> <p>Cash and Investments at the beginning of the year: Cash at the beginning of the year is greater than the adopted budget primarily as a result of projects that were not completed at year end and will now be completed in the 2023/24 year and the advance income received in 2022/23 for capital projects that will be undertaken in 2023/24 and the advance Victoria Grants Commission payment.</p>
A4	<p>Favourable Variance \$15.054m</p> <p>Cash and Investments at the end of the year: Cash and investments at the end of the year are expected to be \$15.054m greater than the adopted budget. This is the result of the end of year cash position from 30 June 2023 being greater than the forecast result included in the 2023/24 budget, after taking into account the advance capital funding received and carry forward capital and operating projects that would be completed in the current year as well as other adjustments to the current year forecasts. The forecast also takes into account the capital and landfill rehabilitation projects that will be completed in the 2024/25 year of a net \$13.982m.</p>

ATTACHMENT 4

**RECONCILIATION OF ADOPTED BUDGET TO FORECAST BUDGET
INCOME STATEMENT PERIOD ENDING 31 DECEMBER 2023**

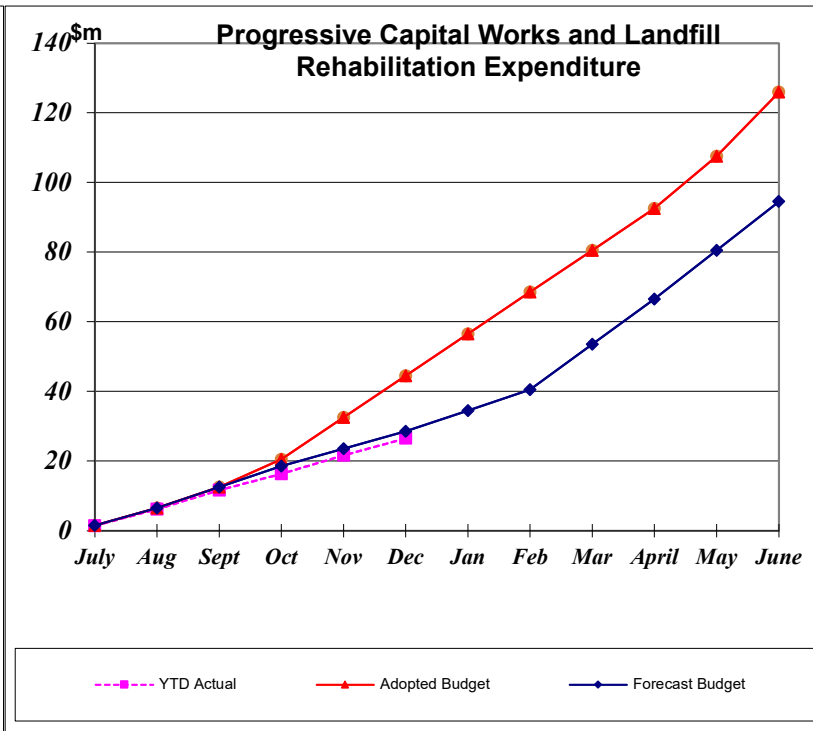
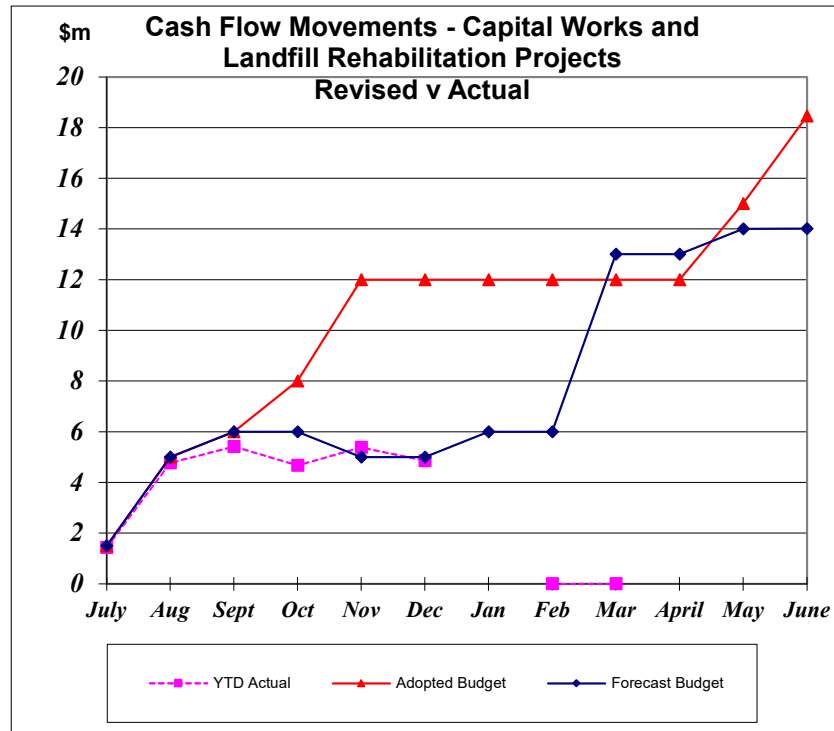
	(\$'000)
Net operating surplus per Adopted Budget	43,559
Budget Variations:	
Budget Revisions:	
Other Income Revision Increases	2,082
Expenditure Revision increases - other	1,032
Expenditure Revision increases for incomplete projects carried forward from previous year	(5,939)
Capital Works Program	
Increase/(Decrease) in Capital and major projects Income per Capex review	(16,523)
New and adjusted Grants 23/24	
Victoria Grants Commission adjusted allocation decrease	(18,722)
Other Operating Grants Income	16
Expenditure relating to new/adjusted Grants (including carry forward unspent grants)	(9,991)
Net operating surplus/(Deficit) per Forecast Budget	(5,639)

ATTACHMENT 5

Summary of Capital Works and Landfill Rehabilitation Projects as at 31 December 2023

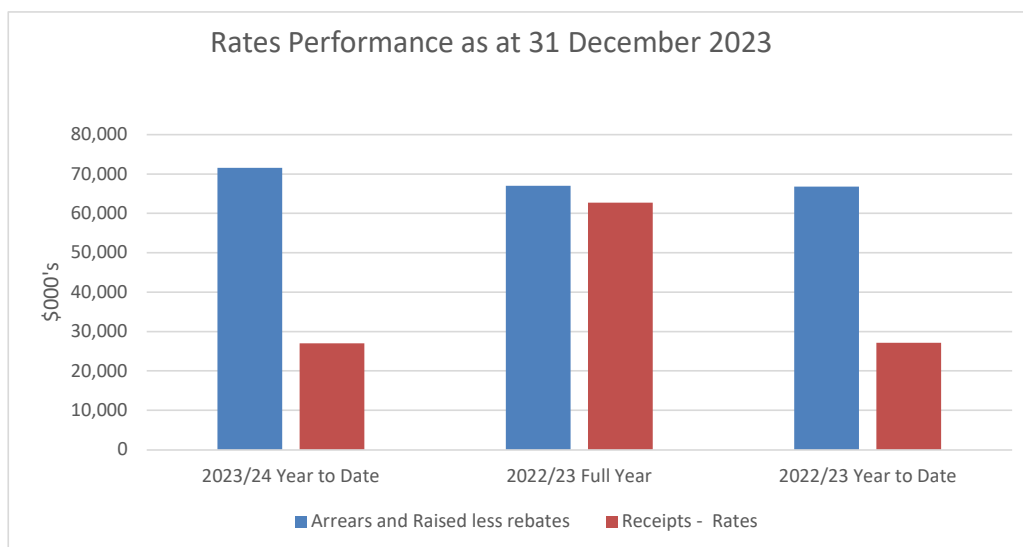
Description	Year-to-date		
	Actual (\$'000)	Forecast Budget (\$'000)	Variance (\$'000)
Capital Projects	26,321,372	28,000,000	(1,678,628)
Landfill Rehabilitation Projects	211,876	500,000	(288,124)
Total	26,533,248	28,500,000	(1,966,752)

Description	Full Year			
	Adopted Budget (\$'000)	Adopted Budget with actual c'fws from 2022/23 (\$'000)	Forecast Budget (\$'000)	Variance Forecast v adopted with C'fws (\$'000)
Capital Projects	119,262,370	119,927,223	94,630,388	(25,296,835)
Landfill Rehabilitation Projects	6,700,092	6,660,836	888,017	(5,772,819)
Total	125,962,462	126,588,059	95,518,405	(31,069,654)



**ATTACHMENT 6
RATES PERFORMANCE
FOR THE PERIOD ENDING 31 DECEMBER 2023**

	2023/24 year to date to 31/12/23 (\$'000)	2022/23 Full Year (\$'000)	2022/23 Year to date to 31/12/2022 (\$'000)
Arrears as at the start of the year	4,312	3,645	3,645
Rates raised 2023/24 including supplementary rates to 31/12/2023	69,266	65,292	65,217
Interest raised on arrears	96	300	90
Legal Fees added to rate arrears	103	31	5
Government Pension Rebates applied	(1,656)	(1,709)	(1,654)
Council Pension Rebate applied	(410)	(407)	(394)
Rebates and Waivers	(125)	(135)	(136)
Receipts - Rates	(27,006)	(62,705)	(27,141)
Balance outstanding	44,580	4,312	39,632
	2023/24 Year to Date	2022/23 Full Year	2022/23 Year to Date
Arrears and Raised less rebates	71,586	67,017	66,773
Receipts - Rates	27,006	62,705	27,141
	38%	94%	41%



ATTACHMENT 7

Financial performance indicators

The following table highlights Council's budgeted and forecast performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance based on the current years forecast results.

Indicator	Measure	Notes	Budget 2023/24	Forecast 2023/24	Trend +/-
Operating position					
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(8.84)%	(44.00)%	-
Liquidity					
Working Capital	Current assets / current liabilities	2	186.9%	197.54%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	112.7%	103.21%	-
Obligations					
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	13.30%	13.34%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	4	1.5%	1.20%	o
Indebtedness	Non-current liabilities / own source revenue	5	18.3%	14.37%	+
Asset renewal	Asset renewal expenditure / depreciation	6	293.2%	255.21%	-
Stability					
Rates concentration	Rate revenue / adjusted underlying revenue	7	60.13%	70.74%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.36%	0.40%	o
Efficiency					
Expenditure level	Total expenditure / no. of property assessments	8	\$3,803	\$4,291	-
Revenue level	Total rate revenue / No. of property assessments		\$1,738	\$1,739	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. A result of more than 0% indicates surpluses are being generated consistently and represents a lower risk of Council not being able to fund works and services. The advance payment of \$19.6m of the 2023/24 Grants Commission allocation in the 2022/23 year together with other grants and incomplete projects of \$15m received or budgeted in 2022/23 that were unspent at year end and will be expended in the 2023/24 year has impacted on this indicator negatively as the indicator only measures an annual result and therefore does not show the the average underlying result over time which is a positive result for Council.

2 Working Capital - The proportion of current liabilities represented by current assets. Working capital is forecast to remain steady at an acceptable level. Council aims to have a working capital ratio on average of at least 150%.

3 Unrestricted cash - Cash and cash equivalents held by Council are restricted in part and are not fully available for Council's operations. This indicator measures Council's ability to fund current liabilities with unrestricted cash if they fell due at year end. Council would be targeting a result of 100% or greater for this indicator.

4 Debt compared to rates - The percentage for this indicator shows Council has a low reliance on borrowings at this point in time.

5 Indebtedness - This is a measure of Council's use of its own source revenue compared to longer term liabilities. This level of indebtedness is low even though there are new borrowings proposed in the 2023/24 year.

6 Asset renewal - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. The forecast results for this indicator are based on the current estimate of capital works to be completed in the 2023/24 financial year.

7 Rates concentration - Reflects the extent of reliance on rate revenues to fund all of Council's on-going services. The forecast result is indicating that Council's reliance of rate revenue is slightly higher than the budget expectation as a result of the advance Grants Commission 2023/24 payment of \$19.9m being paid in the 2022/23 year.

8 Expenditure Level - Reflects the expenditure on average per ratepayer for the financial year. The forecast result is indicating that this will be slightly more than the budget expectation as a result of additional forecast expenditure for programs that were carried forward from the 2022/23 year of \$15m for completion in the current financial year as well as additional expenditure for new grants to be received.

5.1.2 Council Plan Progress Report - Quarter 2 2023-24

Authorised by General Manager Business Excellence

Conflict of Interest

Officers preparing this report have no conflict of interest to declare.

Executive Summary

The draft Council Plan Progress Report 2023-24 Quarter Two, period ending 31 December 2023 (draft report) is presented at **Attachment 1**, and provides a summary of major initiatives, actions and strategic indicators listed in the Annual Action Plan 2023-24.

The Annual Action Plan identifies eight major initiatives that represent significant, high priority activities that require substantial time and resources to deliver and are important to enable Council to achieve the strategic objectives in the Council Plan. As at 31 December 2023, one major initiative has been completed with six on schedule, and one behind schedule.

In addition to the major initiatives, key highlights this quarter include:

- The completion of a feasibility study into the establishment of an Arts Precinct in Bairnsdale.
- The development of the East Gippsland Road Safety Strategy is well underway, with the draft strategy to be presented to Council shortly.
- The Pathways to Growth program received additional applications, with the Paynesville Classic Boat Rally recommended by the panel for inclusion in the program.

A status update of each major initiative is set out in the table below.

Major initiative	Status	Comment
Develop and commence implementation of organisation-wide strategies that embed Aboriginal engagement in the organisation through increased mutual understanding and effective partnerships	In Progress	<p>Council officers have continued engagement with Aboriginal communities across a range of activities this quarter including:</p> <ul style="list-style-type: none"> • Support provided for Traditional Owner engagement to inform development of the Mountain Bike Trail and EG Coastal and Marine Management Plan. • Creation of an 'Indigenous' category within Council's annual Youth Arts Exhibition and prize. • Cooperation with MOOGJI, GEGAC and 54 Reasons, to arrange Aboriginal Childrens Week activities. • Participation within the Housing and homelessness consultation Aboriginal community meetings and inclusion of a section on Aboriginal housing in the Housing and Settlement Strategy • Participation within the Centre of Excellence of Aboriginal Health in East Gippsland advisory group. • Assisted the arranging of an Elders Christmas Lunch <p>The addition of a more senior staff member to compliment and support the work being completed by Council's Aboriginal Liaison Officer will allow a greater focus upon the provision of practical support to Aboriginal controlled agencies and local Aboriginal residents, raising the visibility of Council services and to build positive relationships between communities and council. These relationships will form the basis of the next steps for Council's reconciliation journey, based upon the outcomes of positive relationships and cooperation aligned with aspirations and requirements of Aboriginal communities.</p> <p>Development of a formal framework for engagement (including the development of a Reconciliation Action Plan) has slowed as the process and outcomes of the 2023 National Referendum reached its conclusion.</p>
Present the Housing and Settlement Strategy to Council and if adopted commence implementation of recommendations	Complete	Housing and Settlement Strategy was adopted by Council during the quarter. Preparation of the draft Planning Scheme Amendment underway.
Prepare the 'Bairnsdale 2050' Project	Behind Schedule	Slight delay due to delays in establishing community panel. The Panel has now been established and held one meeting. Background reports undertaken on commercial floorspace and industrial land availability.

Major initiative	Status	Comment
Prepare a climate risk assessment to identify and respond to the likely impact of extreme weather and climate events on Shire infrastructure and services	In Progress	The Disaster Ready Fund (DRF) funding agreement has now been executed with Emergency Management Victoria. The Implementation Plan is to be submitted early January for Commonwealth approval of release of funds. The Project Plan is to be submitted to Project Control Group early 2024. Climate modelling Expression of Interest (EOI) process is to be undertaken followed by a Tender process. The project is expected to be completed over a 12-18 month period. The foundations of the communications and engagement plan have been investigated with a proposal from selected consultancies expected in early 2024.
Deliver actions to reduce Council's greenhouse gas emissions from energy use as identified in the Environmental Sustainability Action Plan including: development of a net zero emissions plan; explore the feasibility of using geothermal energy at key sites; and work with Councils' contractors to reduce their emissions	In Progress	A project to support Council's contractors to reduce emissions will commence following the setup of emissions monitoring system. Work is continuing to establish Council's Net Zero Emissions Plan, with the draft plan to be presented to Council during quarter three.

Major initiative	Status	Comment
Complete design and progress development of organic waste processing facility at Bairnsdale Landfill	In Progress	Pre-development licence application submitted to EPA. Currently finalising amendments to the concept design, prior to completing native vegetation and cultural heritage assessments. Requests for quotations have been issued for detailed noise, odour and fire management plans. Anticipate lodgment of planning permit application and full EPA license application in May.
Develop a new Information Communication and Technology strategy.	In Progress	Development of a new ICT Strategy is on track. Council has recently completed stakeholder engagement and is in the process of working through an Enterprise Technology Risk Assessment.
Adopt and implement the organisation's Occupational Health and Safety Management System.	In Progress	The Safety Management System is comprised of 41 Framework and Operational Procedures. Of these, 22 procedures were approved in October 2023, after which induction of staff on the new Safety Management System commenced.

Officer Recommendation

That Council receives and notes this report and the Council Plan Progress Report Quarter Two 2023-24 at Attachment 1.

Background

The draft report, provided at **Attachment 1**, covers the reporting period 1 October to 31 December (Quarter Two) and provides a high-level summary of major initiatives, actions and strategic indicators listed in the Annual Action Plan 2023-24 under the Council Plan Strategies to which they contribute.

Legislation

In accordance with section 18(1)(d) of the *Local Government Act 2020*, at least once each year Council must prepare a report to the community on the implementation of the Council Plan. Council has adopted a best practice approach by reporting progress quarterly.

The information provided in this report is not considered confidential within the grounds of section 3(1) of the *Local Government Act 2020*.

The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights detailed in the Victorian Government's Charter of *Human Rights and Responsibilities Act 2006*.

In preparing this report the Victorian *Gender Equality Act 2020* has been considered. The implications of the report have been assessed and are compliant with the obligations and principles of the *Gender Equality Act 2020*. The need for a Gender Impact Assessment has also been assessed. The implications of this report have been assessed and align with the principles and objects of the *Gender Equality Act 2020*.

Collaborative procurement

Pursuant of section 109(2) of the *Local Government Act 2020*, this report has not been prepared in collaboration with an external party.

Council Plan

This report has been prepared and is aligned with the following strategic objectives set out in the Council Plan 2021-2025:

Strategic Objective 5: 5.1 A better everyday customer experience is created for our residents and visitors.

Strategic Objective 5: 5.5 Resources are managed to meet current and future needs and priorities.

Council Policy

Not applicable for this report.

Options

No options available.

Resourcing

Financial

There are no financial resourcing impacts relating to this report, however the delivery of the Council Plan is directly linked to the Annual Budget and 10-year Financial Plan.

Plant and equipment

Not applicable for this report.

Human Resources

There are no human resources impact relating to this report, however the delivery of the Council Plan requires human resources to action the listed initiatives.

Risk

The risks associated with this report have been considered and managed accordingly.

Economic

This report itself has no direct economic impacts. However, through the Council Plan, this report identifies the delivery of key economic actions and projects that have a positive influence on the local economy.

Social

This report itself has no direct social impacts. However, through the Council Plan, this report identifies the delivery of key social actions and projects that have a positive influence on the community.

Gender Impact Statement

The Council Plan Progress Report has considered the *Gender Equality Act 2020* in its preparation. The Council Plan Progress Report has been assessed as not requiring a Gender Impact Assessment (GIA).

Environmental

This report itself has no direct environmental impacts. However, through the Council Plan, this report identifies the delivery of key actions and projects that have a positive influence on the natural environment.

Climate change

This report has been prepared and aligned with the following Climate Change function/category:

Corporate/Strategic/Council Plan: Consideration is given to climate change in corporate, strategic or council plan(s) and includes responses to direct and indirect impacts.

Engagement

This report will be provided to the community following Council review. It will be made available on Council's website and promoted through social media channels.

Attachments

1. Council Plan Progress Report Quarter Two 2023-24 [5.1.2.1 - 57 pages]



Council Plan Progress Report – Quarter Two 2023-24

Period ending 31 December 2023

Contents

Our Vision	3
Our Strategic Planning Framework	3
Major Initiatives	4
An inclusive and caring community that respects and celebrates diversity	5
Planning and infrastructure that enriches the environment, lifestyle, and character of our communities	18
A natural environment that is managed and enhanced	32
A thriving and diverse economy that attracts investment and generates inclusive local employment	40
A transparent organisation that listens and delivers effective, engaging, and responsive services	50

Front cover image

Mayor Cr Tom Crook presented members of Community Recovery Committees with certificate of appreciation for their work in the recovery area from the 2019-20 Black Summer Bushfires.

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.

Progress Indicator Legend

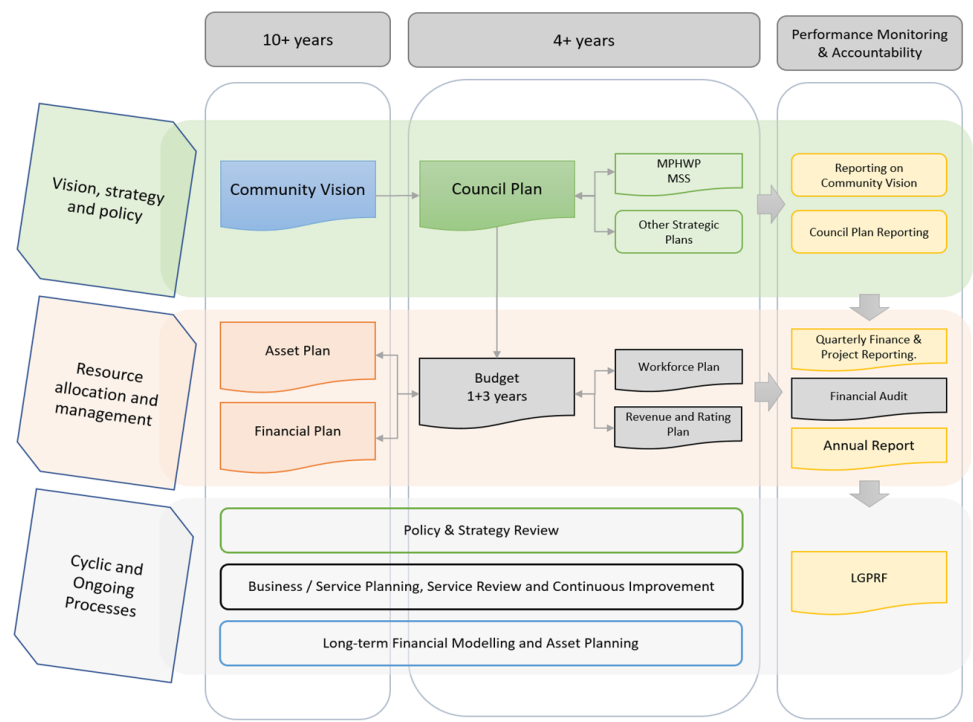
Our Vision

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

Our Strategic Planning Framework

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

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



Terminology:

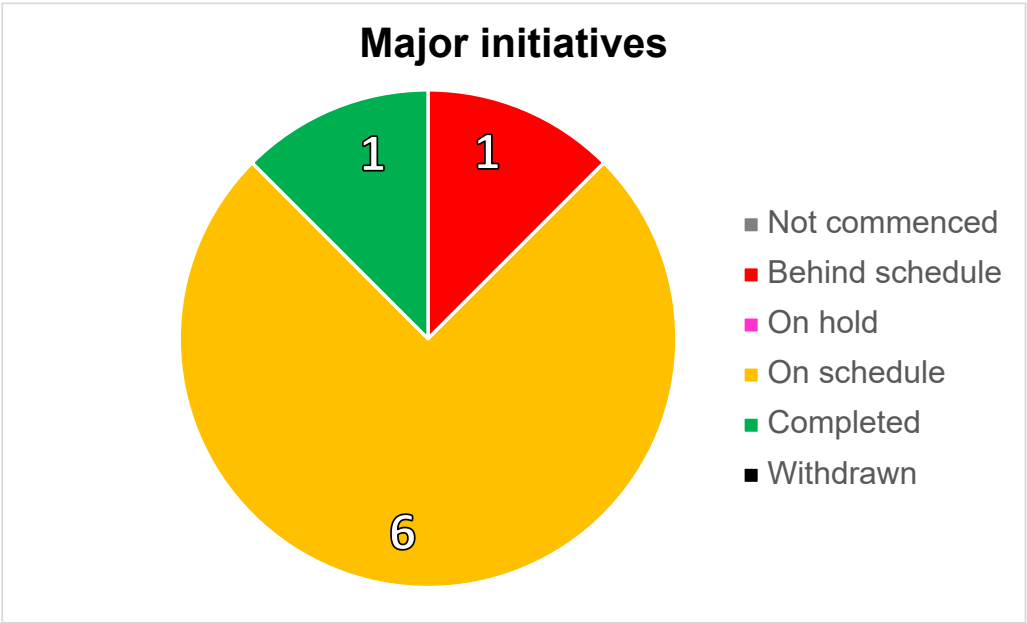
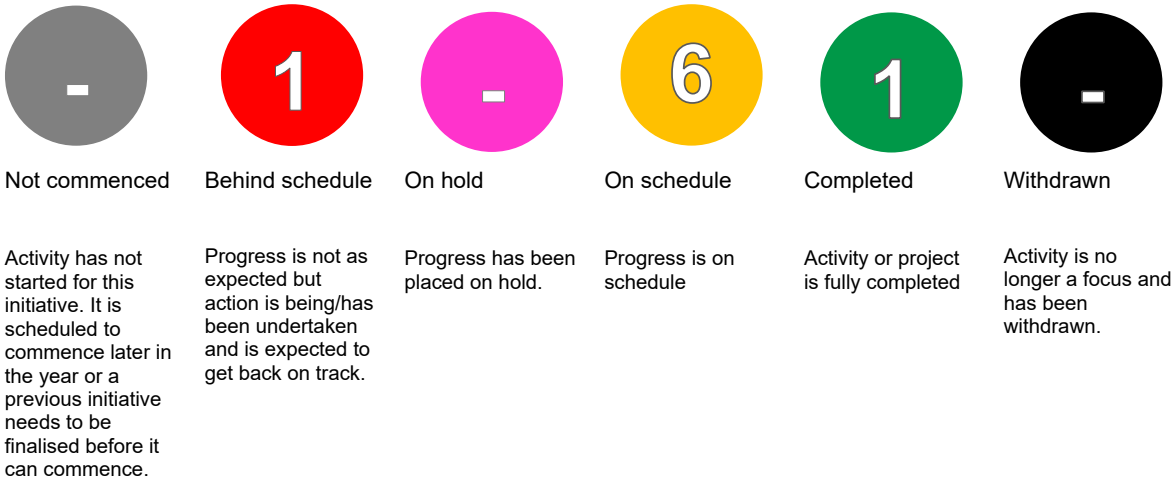
- MPHWP = Municipal Public Health and Wellbeing Plan
- MSS = Municipal Strategic Statement
- LGPRF = Local Government Performance Reporting Framework

Major Initiatives

Status of major initiatives

Council identified eight major initiatives for 2023-24. 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.





Artwork displayed in the Nicholson Street Mall as part of the Arts Music Fun Event.

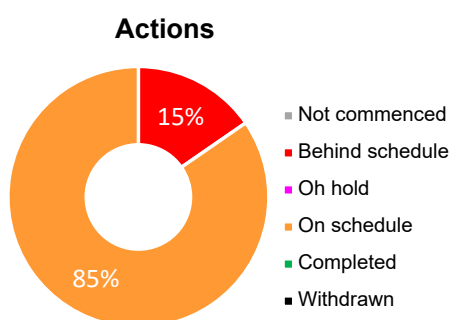
1

**An inclusive and caring
community that respects and
celebrates diversity**

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

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

Summary of performance




Council services provided

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







Community Support and Development
 Environmental Health
 Library
 Performing Arts
 Recreation Centres


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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.1.1	Deliver and maintain Council's roads and other infrastructure to provide safe and suitable physical connectivity for remote and other communities	In this quarter East Gippsland was impacted by focused on two major weather events, resulting in damage to Council roads and infrastructure. Council has under taken immediate restoration works to ensure our roadways remain open and accessible to the community.	50%	


Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.1.2	Strengthen engagement processes with communities and stakeholders to ensure their views are heard when planning services, facilities, and infrastructure	<p>A review of Council's community engagement practice was completed in Q2 and Council will be briefed in Q3.</p> <p>In order to strengthen engagement processes with communities and stakeholders throughout 2023-24 the following programs have been established:</p> <p>1. Establish a Project Reference Group for capital works projects - During the period Project Reference Groups were engaged for 41 projects. All Project Reference Group Members were selected through a public application process. Several of these groups have representatives from our Indigenous partners.</p> <p>2. Develop physical displays of projects that are currently under engagement - Eight new project information pages were developed made available to community members visiting the Service Centres.</p> <p>3. During the quarter, 96 live projects had YourSay pages, with an additional 28 completed projects also still receiving visits from interested community members. Overall YourSay attracted 6,500 visits to the project pages with 45 people actively engaging in a project by providing comments or completing a survey.</p> <p>4. Council maintains a number of advisory forums. Council's Youth Ambassador Committee continues to meet regularly and provide input to the design and development of youth programs and activities. The committee recently presented to council their views on the issue of homelessness affecting the Shire.</p> <p>Council's Disability Access Committee continues to meet regularly and provide input on current matters relevant to people within our Shire who are living with a disability. Similarly, Council's Economic Development Advisory Committee and Agricultural Sector Advisory Committee have continued to provide advice to Council on key issues.</p>	50%	

Progress Indicator Legend







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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.1.3	Implement policy and practices that improve equitable access to facilities and services including consideration of gender equity; access and inclusion; socio-economic, age friendly and implementation of audits to support these outcomes	All projects are required to meet Australian Standards. Australian standards set out specifications and design procedures. Ensuring products and services perform safely, reliably, and the way they're intended to. And meet the requirements of the Disability Discrimination Act. Structural Projects need to meet the deemed to satisfy provisions of the National Construction Code.	50%	



Strategic Indicators

Name	Comments	YTD Actual	Target
Number of council facilities for which an accessibility audit has been completed	The Shire's Access Assessor has taken extended maternity leave. A recruitment process is underway to ensure this task requirement is kept on-track.	3	= 5
Number of inclusion programs offered in Council's recreation centres and pools	Quiet Time Program and Virtual Group Fitness programs continue to be well received. Investigations continue for new initiatives to be developed for inclusion programs at the facilities that align with community needs and existing services	2	≥ 5 Programs
Number of community facilities upgraded to improve accessibility	Four upgrades were completed in the quarter. Redevelopment of Eastern Beach Toilet Block, Mallacoota Toilet Block 3, access to the Eagle Point Rotunda and playground, and Lakes Entrance Slipway.	5	≥ 10 upgrades
Percentage of Roads and Footpaths that remain above intervention level	The percentage combination average of roads and footpath that remain above intervention level is 96.85%.	96.85%	Road Management Plan Levels

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.2.1	Facilitate professional development opportunities to foster growth within the cultural and creative activity across the Shire	<p>During the quarter recruitment was completed for the Culture and Creativity Coordinator. This new position will be able to further progress this action.</p> <p>Council has received funding for the FReeZA program through the State Government - Youth Central Victoria. FReeZa activities provided for this quarter included:</p> <ul style="list-style-type: none"> • 'This Girl Can' Week event • Youth Art Prize Art Exhibition • Omeo Show Talent showcase • 'Walk to Change the Story' in partnership with Gippsland Lakes Community Health • 'Paynesville Colour Run' in partnership with GippSport 	50%	
1.2.2	Include cultural and creative elements into facility designs and service delivery planning	<p>Planning for improvements to our community facilities this quarter were either at the stage of implementation or at the beginning of design and development.</p> <p>Council's newly appointed Place Facilitator (Mallacoota / Cann Valley) has been working with Mallacoota Arts Council to incorporate artwork within the redevelopment / upgrade works planned for the Mallacoota Streetscape Project. Council is seeking grant funding for completion of this artwork initiative is being sought through Tiny Town Fund - Regional Development Victoria.</p> <p>Council's Youth Team arranged a Youth Art Exhibition at Forge Theatre open to the public during October / December. The exhibition featured the presentation of our annual Youth Art Prize. Two new categories were included this year, an Indigenous category and a Resilience and Recovery category. The exhibition will continue at the Orbost Exhibition Centre, which was open to the public during December / January.</p> <p>Over both exhibition periods a People's Choice Award will be awarded, and the artist attracting the most votes will receive a \$100 voucher.</p>	25%	







Progress Indicator Legend

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



Strategic Indicators

Name	Comments	YTD Actual	Target
Number of cultural and creativity focused organisations / individuals funded through Council's grants programs	A review of Council's Grants program is underway, as such no grants were issued this quarter.	-	≥ 9 Arts and Heritage
Number of professional development opportunities extended to the Cultural and Creativity sector	The current Culture and Creativity Strategy Action plan is still in draft. The plan addresses then actions required by officers to develop community and extended councils offering of opportunities in development to the Cultural and Creativity sector.	-	≥ 5

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.3.1	Promote volunteer events and opportunities across the Shire, including targeted opportunities to increase youth engagement with volunteering	<p>In partnership with SES, planning is underway for the provision of an Emergency Services Expo. Scheduled for June/July 2024, the expo will draw from funding received from the State Government as part of the 'Future Proof' and 'Hearing our Voices' programs. The Expo will promote opportunities for young people to engage with volunteer groups.</p> <p>The Australia Days Awards scheduled for 20 January 2024 to recognise volunteer contributions across youth, adults and community events.</p>	35%	
1.3.2	Build the capacity of volunteer groups and provide support for volunteer managed community facilities	<p>Councils Recovery team continues to work in support of volunteer committees established following the 2019/20 Bushfires. In anticipation of the conclusion of 'Recovery' work practices in March 2024, work is underway to ensure transition to 'Community Wellbeing' work practices, informed by Council's Municipal Health and Wellbeing Plan.</p> <p>Ongoing work with Committees of Management for our facilities has continued, with many in-person meetings and distribution of our Spring 2023 newsletter to ensure our positive working relationship.</p>	50%	




Strategic Indicators

Name	Comments	YTD Actual	Target
Number of events held that recognise and support volunteers	General Manager Place and Community and Coordinator Community Recovery attended bushfire Community Recovery Committees across the Shire, thanking them for the essential recovery work they have completed over the past years and discussing plans to conclude the Shire's Community Recovery teams established in 2020.	5	≥ 4
Number of Council projects / services that include volunteer workers	<p>Activities conducted by Council's youth team, utilising funding through the FReeZA program, include the active involvement of volunteers.</p> <p>Council's Youth Ambassador program enjoys the active participation of young volunteers.</p>	4	Baseline to be set in 2023-24

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.4.1	Implement key actions from the Well Placed for Wellbeing 2021-25 Plan	<p>Progress this quarter focused on working with local agencies and internal Council officers who were involved in the creation of the Municipal Health & Wellbeing Plan. Examples of partnership-based initiatives arising from the plan are described as follows:</p> <ul style="list-style-type: none"> Working in partnership with Gippsland Lakes Complete Health and nine other local community groups including Respect Victoria, 'Walk to Change the Story' brought together residents, violence prevention advocates, and organisations from across East Gippsland to promote the safety of women and children and increase awareness of the unacceptably high rates of family violence in the region. Council submitted an Expression of Interest to work with Deakin University and Brown School at Washington University, St Louis to scope a Community Based Systems Dynamics Approach to explore the complexity of Housing/Homelessness issues in East Gippsland. Council regularly attends East Gippsland Prevention Partnership meetings. Working towards a collaborative plan with partnership to address healthy eating, active living and tobacco. 	20%	
1.4.2	Refresh and implement the Ageing Well in East Gippsland - Age Friendly Communities Strategy 2017-2030	Council meet with individuals and agencies with an interest and commitment to join a Working Group that will be assisting in refreshing and implementing an Age Friendly Communities Strategy 2017/2030. An essential first step in this process has been to review the previous strategy, giving consideration to future priorities and community capacity to implement commitments.	40%	
1.4.3	Plan and strengthen our services and infrastructure for sport and recreation.	The Bairnsdale Aquatic Recreational Centre stadium courts were resealed during the quarter along with, cleaning and routine off season maintenance. This work addressed community feedback on the facilities presentation and will be repeated annually following this year's project.	20%	







Progress Indicator Legend

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


Strategic Indicators

Name	Comments	YTD Actual	Target
People referred to Council's recreation centres through an allied health service	People referred to Council's recreation centres has not increased during the quarter. However, during the quarter, the establishment of a Memorandum of Understanding with Bairnsdale Regional Health Services and improved data collection, there is an expectation that an increase will be witnessed in quarter three.	14	≥ 800

Progress Indicator Legend


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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.5.1 - Major initiative 1	Develop and commence implementation of organisation-wide strategies that embed Aboriginal engagement in the organisation through increased mutual understanding and effective partnerships	<p>Council officers have continued engagement with Aboriginal communities across a range of activities over this quarter including:</p> <ul style="list-style-type: none"> • Support provided for Traditional Owner engagement to inform development of the Mountain Bike Trail and EG Coastal and Marine Management Plan. • Creation of an 'Indigenous' category within Council's annual Youth Arts Exhibition and prize. • Cooperation with MOOGJI, GEGAC and 54 Reasons, to arrange Aboriginal Childrens Week activities. • Participation within the Housing and homelessness consultation Aboriginal community meetings and inclusion of a section on Aboriginal housing in the Housing and Settlement Strategy • Participation with in the Centre of Excellence of Aboriginal Health in East Gippsland advisory group. • Assisted the arranging of an Elders Christmas Lunch <p>The addition of a more senior staff member to compliment and support the work being completed by Council's Aboriginal Liaison Officer will allow a greater focus upon the provision of practical support to Aboriginal controlled agencies and local Aboriginal residents, raising the visibility of Council services and to build positive relationships between communities and council.</p> <p>These relationships will form the basis of the next steps for Council's reconciliation journey, based upon the outcomes of positive relationships and cooperation aligned with aspirations and requirements of Aboriginal communities.</p> <p>Development of a formal framework for engagement (including the development of a Reconciliation Action Plan) has slowed as the process and outcomes of the 2023 National Referendum reached its conclusion and recognising the focus in Victoria on the treaty process.</p>	30%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
1.5.2	Provide opportunities for Traditional Owners to participate and partner in the planning and delivery of services and the planning and development of Council infrastructure and projects	The development of a Memorandum of Understanding (MoU) with Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) to embed a project supervisor to assist with the development and delivery of partnered projects is behind schedule. A second meeting was held with GLaWAC this quarter, but further work is required to develop the MoU. Council continue to engage GLAWAC in elements of capital works projects and in strategic plans including the Coastal and Marine Management Plan.	5%	


Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Number of projects and service reviews that have included formal engagement with traditional owners	Completing a Cultural Heritage assessment is required for each project undertaken by Council. The outcome of this assessment contributes to the level of Council's engagement with Traditional Owners. 19 current projects require Cultural Heritage Assessment, with Council officers actively seeking engagement with Traditional Owners regarding six projects between October to December 2023; Omeo Mountain Bike Trails Stage 1 Eagle Point Foreshore Hub Orbost Forest Park Upgrade Omeo Caravan Park to Livingston Park Footpath Cann River Waste Transfer Station Foreshore Management Plan Implementation - Marlo Many of Council's projects have representation of Indigenous partners within their Project Reference Groups.	19	≥ 10
Percentage of Council directorates representation on Reconciliation Action Plan working group	Planning is underway to create the Reconciliation Action Plan Working Group	10.00%	= 100.00%

Progress Indicator Legend

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







1.6: Council is culturally and linguistically inclusive and celebrates diversity

Action Code	Action Name	Comments	Progress	Traffic Lights
1.6.1	Promote council services that support cultural and linguistic diversity and continue to embed diversity and inclusion in Council events and programs	<p>Library services continue to provide programming throughout each year that is focused upon cultural and linguistic diversity.</p> <p>Communication Boards continue to be made available within our Libraries and Customer Service to assist those of our residents with communication difficulties to communicate with Customer Service and Service Centre staff.</p>	30%	

Strategic Indicators

Name	Comments	YTD Actual	Annual Target
The number of initiatives that celebrate diversity and inclusion supported by Council	Coordination across front facing work teams of diversity and inclusion activities has commenced.	5	≥ 10 events per annum

Progress Indicator Legend

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



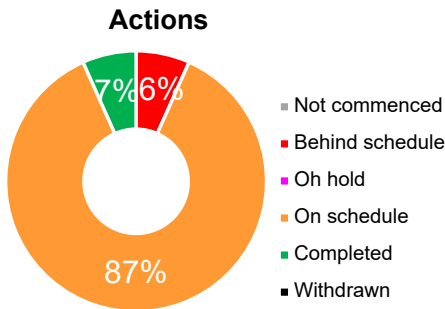
Councillors in the Community visiting the new Eagle Point Foreshore Hub.

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

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

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

Summary of performance



Council services provided

- Asset Maintenance
 - Asset Management
 - Building Controls
 - Capital Works
 - Emergency Management
 - Emergency Response
- Land use Planning
 - Open Space Management
 - Recreation and Sporting Reserve Management
 - Statutory Planning and Development Services
 - Strategic Planning

Capital Works and Major Projects update

WORLD Sporting Precinct



Hockey and Netball

The lighting at the WORLD Sporting Precinct was commissioned for use in October 2023.

Changeover of the irrigation sprinkler heads in the hockey field has commenced.

The pavilion brickwork and internal rough-in are complete, and plastering inside the pavilion and the installation of external high-level cladding is underway.

Soccer

An architect has been appointed for the design of the WORLD soccer pavilion and two soccer fields.

A project reference group has been established and are scheduled to meet with the Project Supervisor and architect in February 2024.

Omeo Mountain Bike Trail and Stage 2



Council was appointed a Committee of Management over some sections of Bingo-Munjie Park, specifically focusing on the Omeo MTB Trails.

Stage 1 - The upper overpass structure on Mt Mesley is now available for public use.

Our contractors, Common Ground Trails (CGT), are currently reviewing their program for works in 2024 to meet the critical path on the construction schedule, including Part D trails in Stage 2.

A bike wash is now available to use.

The Sam Hill Carpark is awaiting final design.

Stage 2 – an additional three trails were made available to the public prior to Christmas 2023.

Lakes Entrance Foreshore Park



The Lake Entrance Foreshore Park project will be delivered by Council and specialist contractors, with the commencement of construction scheduled for mid-2024 to avoid interruptions to the busy holiday periods.

The Delivery Supervisor has already embarked on purchasing playground items for this project.

Eagle Point Foreshore Hub



The civil works at the Eagle Point Foreshore Hub were completed on Thursday 14 December 2023. The Eagle Point Caravan Park office quickly relocated to the Hub on Monday 18 December 2023 and the builders fence came down Tuesday 19 December 2023 - the facility was open to the eagerly awaiting public.

30 December 2023 saw the first event held at the Hub; the Eagle Point Caravan Park annual night festival had approximately 2500 people attend over the duration of the event, with food trucks feeding the hungry participants who eagerly listened to the tunes provided by The Voice finalist (season 10), Mick Harrington.

Krauatungalung Walk

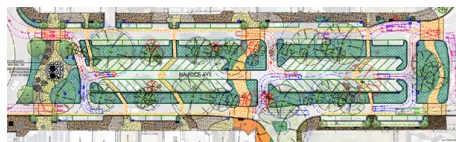


Outcomes of community engagement for the proposed pathway alignment for Krauatungalung Walk Stages 2-4 was made available on YourSay in November 2023.

Further community engagement for Stage-4 – *'The Missing Link' Northern Boardwalk* was identified during the consultation process as requiring further engagement.

As part of the design development for Krauatungalung Walk, contractors were engaged to undertake further geotechnical investigations to better understand existing ground conditions. The works included drilling boreholes in the foreshore area to gather additional information to inform the detail design for the project.

Mallacoota Streetscape



Significant community engagement and involvement has been undertaken throughout the development process for the upgrade of the Mallacoota Streetscape project.

A Project Reference Group (PRG) was established early in the project and has representation of the most significant community interest groups. Monthly meetings with the Project Supervisor, PRG and architects have led to the development of the final designs for the revitalisation of the Mallacoota streetscape.

Slip Road Maritime Precinct, Paynesville



Following a comprehensive review stemming from unforeseen lakebed conditions, we made necessary design updates to the Slip Road project.

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

Councils' construction partner, Carter Marine, has been awarded the revised contract and works are set to recommence onsite.

Jemmy's Point - Stage 2

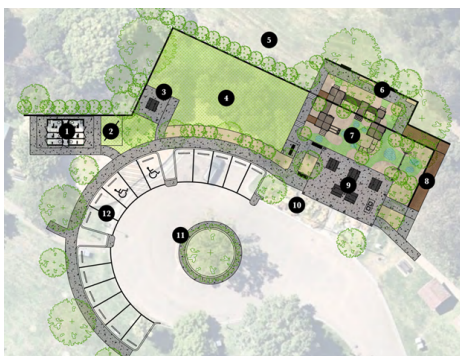


Works to enhance Rotary Park at Jemmys Point were completed on 20 December 2023.

The new concrete pathway connections provide all-ability access from the car parks and innovative solar BBQs, shelters and toilet facilities to the new viewing platform which provides spectacular panoramic views of the Gippsland Lakes, the Entrance, Bass Strait and 90 Mile Beach.

Local contractors, Cranes, have commenced construction works on three of the new walking trails; the Jetty access trail in Kalimna, the Jemmys Point Reserve to Point Road trail, and the Jetty walk link trail. This work has involved the completion of technical design, timber steps, and platforms along the pathways.

Orbost Forest Park Upgrade



Commencement of works for upgrade of Orbost Forest Park was delayed accommodating community events during the busy festive period in the Orbost township.

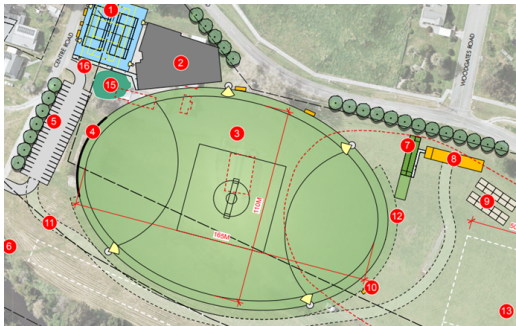
The contractor, Whelans Group Investments, intends to mobilise to site on 29 January 2024.

Sarsfield Recreation Reserve



Following the appointment of VTAS Architecture Melbourne to design the new Sarsfield Recreation Reserve and Community Hall, an initial meeting with the Project Reference Group (PRG), Project Supervisor and VTAS was held in December 2023 to discuss the group's vision for rejuvenation of the reserve precinct. PRG meetings have been scheduled to occur at regular intervals to inform the development of the draft concept designs.

Buchan Rec Reserve



Loft Architects are finalising the development of the detailed plans for the new pavilion at the Buchan Recreation Reserve.

Tender for construction of the Buchan netball and tennis courts was unsuccessful and will be re-advertised in the coming months.

Bullock Island Upgrade








Works at Bullock Island in Lakes Entrance are reaching 95% completion.







The new solar lighting provides sustainable, cost-effective, and improved safety for pedestrians, visitors to the water's edge, and wildlife.

The central carpark and toilet block now available to use and construction of the North Arm boardwalk is progressing as scheduled.

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

Action Code	Action Name	Comments	Progress	Traffic Lights
2.1.1 Major initiative 2	Present the Housing and Settlement Strategy to Council and if adopted commence implementation of recommendations	Housing and Settlement Strategy was adopted by Council during the quarter. Preparation of the draft Planning Scheme Amendment underway for inclusion in Omnibus Amendment.	100%	
2.1.2	Undertake key public open space planning initiatives, including the first stage of the Marine and Coastal Management Plan and finalisation of the East Gippsland Sporting Facilities Plan	Extensive community engagement was completed for the Coastal and Marine Management Plan to inform the draft plan that is well underway. The East Gippsland Sporting Facilities Plan has been completed and was adopted at the November Council Meeting. Consultants have been engaged to commence works on the Public Open Space Plan.	60%	
2.1.3	Implement the Rural Land Use Strategy and prepare a Planning Scheme Amendment for consideration	Planning Scheme Amendment is under preparation to be included in proposed Omnibus Amendment. This is required in order to implement the Rural Land Use Strategy.	50%	
2.1.4	Deliver actions from key growth area plans including Lakes Entrance Northern Growth Area and Paynesville Growth Area Strategy	This quarter the Lakes Entrance Northern Grown Area drainage strategy review was completed. The Revised Development Contributions Plan and lot yield assessment underway. Th Paynesville Growth Area, Planning Scheme Amendment documentation has been prepared in draft.	50%	
2.1.5 Major initiative 3	Prepare the 'Bairnsdale 2050' Project	Slight delay due to delays in establishing community panel. Panel has now been established and held one meeting. Background reports undertaken on commercial floorspace and industrial land availability.	40%	







Progress Indicator Legend

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




Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Completion of milestones of key strategic plans	<p>Housing and Settlement Strategy, Rural Land Use Strategy and Sporting Facilities Plan completed and adopted by Council. Coastal and Marine Management Plan on track to be completed by 30 June.</p> <p>Paynesville Growth Area Planning Scheme Amendment under preparation.</p> <p>Review of Lakes Entrance Northern Growth Area drainage and Development Contributions Plan on track.</p>	50.00%	≥ 80.00%

Progress Indicator Legend



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

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







Action Code	Action Name	Comments	Progress	Traffic Lights
2.2.1	Implement the asset management framework with a focus on data improvement	Identification of data gaps were completed this quarter, including information such as GPS locations and condition assessments. Asset Inspectors were focused on collecting this missing data in readiness for the revaluation. Condition assessment data has also been collected on the sealed and unsealed roads.	50%	
2.2.2	Develop and implement service standards for the maintenance of key asset classes.	Finalising the last two facilities managed by Committees of Management inspections at Bemm River and Marlo. Development of foreshore inspections and building inspections are on schedule.	50%	
2.2.3	Deliver the capital works program and asset management program, including WORLD sporting precinct, Omeo MTB trails, Eagle Point Hub, Bullock Island works	The capital works program commenced the year with \$126M budget for 230 individual projects. By the end of quarter two 45% of the adopted budget was either spent or committed. Updates on major projects within the program this year are as follows:- WORLD sporting precinct - The Netball & Hockey pavilion has progressed, and have now reached lock up stage. Design of the soccer precinct is underway. The overall project is considered to be 70% complete. Omeo MTB trails - The trails project has continued, and new trails were able to be opened in time for the Christmas period. The bike wash is also complete and works to upgrade the toilet facilities have commenced. Eagle Point Hub - The Eagle Point Foreshore Hub was completed at the end of the quarter. The facility has already enjoyed an event over the Christmas period. Bullock Island Upgrade - The Bullock Island upgrade works have progressed during the quarter with all works, except for the boardwalks, being complete. Asset Management plans continue to be developed to align with the capital works program. A condition assessment of the sealed roads, footpaths and kerb & channel was completed and the condition assessment of unsealed roads is also completed.	60%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
2.2.4	Implement year two actions on the Environmental Sustainability 4 Year Action Plan including completion of the Bairnsdale Alternate Water project; and incorporation of environmental sustainability design principles into new and renewed asset	<p>A range of activities continue to be progressed to deliver upon the Environmental Sustainability Action Plan. Key highlights include:</p> <ul style="list-style-type: none"> - Progressing the rollout of EV chargers to be installed in Lakes Entrance, Buchan and Mallacoota as part of the EV charger streetscapes program. - Progressing the application of Environmentally Sensitive Design (ESD) into the renewal and new asset developments. - The development of the EV fleet transition plan. - Participation in the Bairnsdale Water Recycling Plant project with East Gippsland Water. 	50%	
2.2.5	Deliver improvements to Councils Road network including: upgrading Moroney Street, Marine Parade and Myer Street and reseal high priority roads	<p>Council's road improvement program is on schedule. In the quarter works on the following projects have progressed: -</p> <ul style="list-style-type: none"> - Moroney Street Stage 2 - is now complete and open to the public. - The physical reseal works is underway with 28% of the works complete by the end of quarter. - Myer Street is 25% complete. Design is complete and tender documents are ready for release. - Moroney Street Stage 3A is 35% complete. Design is complete and the construction contract has been let. - Marine Parade Lakes Entrance, Stage 1 is 25% complete. Design is complete and tender documents are being prepared. 	35%	







Progress Indicator Legend

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



Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Asset renewal and upgrade expenses as a percentage of depreciation	Update will be made at the end of the financial year	-	> 100%
Percentage of adopted capital projects completed at the conclusion of the financial year (based on the most recent amended budget)	Update will be made at the end of the financial year	-	> 80%
Percentage of sealed roads that meet Council's target condition rating	Result is slightly below the target, but still within range. This can attributed to the wet weather experienced during the quarter.	96.71%	≥ 97%
Percentage of Capital Road renewal program undertaken	Update will be made at the end of the financial year	-	≥ 80%







Progress Indicator Legend



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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
2.3.1 Major initiative 4	Prepare a climate risk assessment to identify and respond to the likely impact of extreme weather and climate events on Shire infrastructure and services	The Disaster Ready Fund (DRF) funding agreement has now been executed with Emergency Management Victoria. The implementation Plan to be submitted early January for Commonwealth approval of release of funds. The Project Plan to be submitted to Project Control Group early 2024. Climate modelling Expression of Interest (EOI) process is to be undertaken followed by a Tender process. The project is expected to completed over a 12-18 month period. The foundations of the communications and engagement plan have been investigated with a proposal from selected consultancies expected in early 2024.	40%	
2.3.2	Develop and trial new approaches to road renewal and maintenance that improves resilience to changing climatic conditions and utilises recycled materials	A trial site has been identified at Day Street Bairnsdale where an asphalt wearing course, incorporating recycled asphalt (Reconophalt), has been laid. It is proposed to monitor the performance of the asphalt over the coming months. A tender for pavement rehabilitation repairs has closed. The specification included provision for innovative treatments such as foam bitumen stabilisation.	60%	

Progress Indicator Legend

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

Action Code	Action Name	Comments	Progress	Traffic Lights
2.3.3	Strengthen community emergency planning arrangements to improve resilience and preparedness	<p>Community-led relief centre training was completed at Omeo, Buchan, Lakes Entrance, Mallacoota, Cann River, and Orbost. Learnings were used in Buchan in response to the event in late December 2023.</p> <p>The emergency management team has supported a number of community preseason events including Mallacoota, Mount Taylor, Delegate, Eden, Orbost, Buchan, Cann River, and Benambra.</p> <p>Planning continues for the March Resilience Forum hosted by the East Gippsland Neighbourhood House Network, with community representatives to present to Council and agencies on their planning, initiatives and needs.</p> <p>Concrete and cages are in place at Cann River, Combienbar, Club Terrace and Cabbage Tree. Generator at Clifton Creek is installed and works at Omeo are also complete.</p> <p>There has been an emergency event each month this quarter. Each event is seeing improvements within Council for management of support to agencies and undertaking our activities to mitigate disaster effects on communities. After each event debriefs are carried out and lessons learnt updated into standard operating procedures.</p>	50%	
2.3.4	Support communities to transition from recovery to longer term community resilience, where appropriate	As the transition stage of Councils recovery model progresses, Council continues to work alongside communities impacted by the 2019/20 Bushfires to understand the direction of each committee. Officers are meeting specifically with each CRC to step through the transition process. Support for each district is unique giving consideration to an approach from the current level of support currently offered through the Place Management model but that still is able to support the delivery of remaining recovery priorities. Recently recruited Place Facilitators are responsible for working with communities incorporating community planning and community development to inform the work of all teams across Council.	50%	
2.3.5	Finalise and commence implementation of the East Gippsland Road Safety Strategy	The Road Safety Strategy has been drafted and is the process of being approved.	75%	







Progress Indicator Legend

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

Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Community satisfaction with emergency and disaster management	The Community Satisfaction Survey is currently underway, results will be available in quarter four.	-	≥ Large Rural Council average
Percentage of communities that need a Local Incident Management Plan have one in place	There are currently 44 Local Incident Management Plans (LIMPs) in place. Council continues work with communities to ensure they are aware of their LIMPs and what it means for them in fitting in with their personal plans.	100%	100%
Climate risk assessment completed	Awaiting grant funding prior to engaging consultancy. Tender documents prepared. This project is a multi-year project.	10%	100%

Progress Indicator Legend

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



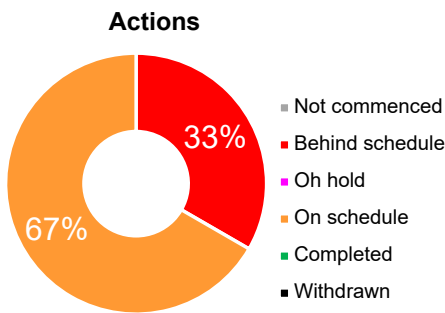
Council was at the Omeo Show in November, with information about what services are available, including information on recycling programs.

3 A natural environment that is managed and enhanced

3: A natural environment that is managed and enhanced

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

Summary of performance



Council services provided



- Building Maintenance

Delivery of new assets

Environment Projects Management
- Environmental Sustainability

Waste Services

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

Action Code	Action Name	Comments	Progress	Traffic Lights
3.1.1 - Major initiative 5	Deliver actions to reduce Council's greenhouse gas emissions from energy use as identified in the Environmental Sustainability Action Plan including: development of a net zero emissions plan; explore the feasibility of using geothermal energy at key sites; and work with Councils' contractors to reduce their emissions	<p>A project to support Council's contractors to reduce emissions will commence in full following the setup of emissions monitoring system.</p> <p>Work is continuing to establish Council's Net Zero Emissions Plan - with the draft plan to be presented to Council during quarter three.</p>	50%	
3.1.2	Develop processes and tools that support whole of community to take action to reduce carbon emissions	<p>Indicative pricing has been sought from consultancies to develop a comprehensive community baseline for East Gippsland.</p> <p>Work has commenced to provide a report to Council regarding the establishment of a Climate Change Advisory Board, Terms of Reference and consideration of costs and benefits.</p>	35%	






Strategic Indicators

Name	Comments	YTD Actual	Annual Target
New public electric vehicle charging stations operational	Three DCAV funded (50%) EV chargers are still in planning phase for Mallacoota, Lakes Entrance and Buchan.	1	≥ 5
Proportion of Council passenger vehicle fleet is electric, hybrid or uses alternate fuel sources	There is no viable option for Tools of Trade/works vehicles which make up a large portion of our fleet (93 vehicles). For the vehicles where there is a viable option (Private usage & Pool vehicles), of the 44 vehicles, 20 are alternate fuel: 18 Hybrids & 2 Electric. This makes 45.5% of Private Usage & Pool vehicles alternate fuel.	15.33%	> 20%
Percentage of Council's electricity use from renewable sources	Renewable energy usage is reported annually.	-	> 95%
Reduce Carbon emissions from Council's operations	Emissions are reported annually.	-	≥10% decrease from previous year

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
3.2.1	Improve the health of local waterways and wetlands through the use of water sensitive urban design to treat urban stormwater	<p>A range of projects and initiatives are progressing to support the health of local waterways and wetlands.</p> <ul style="list-style-type: none"> - Incorporation of the Water Sensitive Urban Design within the Bairnsdale Saleyard Stormwater Management Plan - Progression of detailed designing of stormwater wetland as part of the Lake Entrance Northern Growth Area. - Forecasting of future maintenance requirements across constructed and natural wetland assets. - Construction contract has been suspended for the Crook Street wetlands project due to inadequacy of wetland design. Redesign options are being explored. 	50%	
3.2.2	Develop and implement suitable plans and practices for managing storm water in priority areas including new urban development	<p>Development of a new shire-wide Stormwater Management Plan has commenced, including the review of existing stormwater management plans and drafting of a consultancy brief.</p> <p>The tender for the Preparation of Functional Design for Public Drainage Assets - Lakes Entrance Northern Growth Area has closed and evaluation of proposals has commenced.</p> <p>Design of Marlo Town drainage upgrades are on schedule.</p> <p>After further discussions held with design consultants for the Crooke Street Wetland, will now require redesign of wetland due to the current soil conditions.</p>	25%	
3.2.3	Preserve and restore local biodiversity values and seek partner and stakeholder input	Work is currently underway to plan future community education and promotion of the natural environment and its preservation.	25%	
3.2.4	Manage roadside weeds and vegetation	The Fire Slashing program is now well underway. Although there was a wetter start to the season than first expected, all contractors have made a good start.	50%	
3.2.5	Develop an Encroachment Policy and supporting processes to protect and preserve the open space values of Council land	A draft Policy has been developed and will be advanced in the next quarter.	50%	







Progress Indicator Legend

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



Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Community satisfaction with slashing and weed control	The Community Satisfaction Survey is currently underway, results will be available in quarter four.	-	≥ Large Rural Council Average
Kilometres of regionally controlled and prohibited weeds treated	Update will be made at the end of the financial year	-	≥ 200km per annum
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	Further scoping of this action is required to ensure effort is focused on the high priority needs across the many reserves managed by Council.	-	Baseline to be developed Year 3

Progress Indicator Legend

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







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

Action Code	Action Name	Comments	Progress	Traffic Lights
3.3.1	Identify key Council land and develop management plans for these sites	An environmental study has been completed, and a consultant engaged to commence the Management Plan for the foreshore area at Raymond Island. Stakeholders have been informed of the progress and expected commencement of engagement.	40%	
3.3.2	Review the Infrastructure Design Manual with the view for Council to adopt and apply the Environmentally Sustainable Design principles to new development	A review of the Infrastructure Design Manual was undertaken which identified that East Gippsland Shire had previously subscribed to the Sustainable Infrastructure Guidelines. A workshop is being planned with council officers to identify opportunities to expand implementation of the guidelines across council projects and related decision making for new developments.	50%	




Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Total investment in Council managed land to support natural areas	Total investment in Council managed land will be provided in quarter four	-	≥ \$1,710,000
Number of management plans developed	Progress made on a management plan for the foreshore area of Raymond Island, with the completion of the Environmental Study for the area.	2	≥ 5

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
3.4.1	Reduce waste going to landfill through the implementation of actions identified in the Waste Minimisation Action Plan - year 2 actions, including developing and implementing waste education programs for key areas of waste reduction	<p>An overview of key activities being progressed to support waste diversion include:</p> <ul style="list-style-type: none"> A review of the Textile Recycling pilot was undertaken, including benchmarking with other Councils. From this review, an alternative and 'no cost' provider was identified, which allow a greater scope of materials that can be recovered across additional locations. Council received a grant application to deliver a Household Recycling Education program delivered over 2 years. The implementation plan was completed and approved. The renewal of a partnership with Omeo, Benambra and Swift Creek Landcare Group to deliver silage wrap recycling has continued. The commencement of a business case to expand this model has resulted in the identification of facility able to receive recovered silage wrap, with work now being undertaken to identify collection and transport options and costs. Preparation of business case and options for Solar Panel recycling services was completed. 	50%	
3.4.2	Review waste and recycling services to respond to changing regulations and needs of our community	Progress of a comprehensive review of waste and recycling services continued this quarter, including the completion of a request for quotation for an external consultant to assist with the review. It is anticipated the consultant will commence in early 2024.	40%	
3.4.3 - Major initiative 6	Complete design and progress the development of an organic waste processing facility at Bairnsdale Landfill	Pre-development license application submitted to EPA. Currently finalising amendments to the concept design, prior to finalising native vegetation assessments and Cultural Heritage Assessments. Requests for quotations have been issued for detailed noise, odour and fire management plans. Anticipate lodgment of planning permit application and full EPA license application in May.	40%	







Progress Indicator Legend

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

Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Number of community waste education programs delivered	<p>During the quarter, three community waste education programs were delivered. These included:</p> <ul style="list-style-type: none"> A Teachers Networking event, where Council presented on the services that are offered to schools such as waste and recycling education and waste audits. The Omeo Show, Council presented a display of recycling and invited children and adults to "recycle right" and place the right item in the right bin. Detox Your Home, where Council had the opportunity to speak with residents and further educate them on correct recycling practices and promote Council's waste services. 	4	≥ 5
Number of new waste types collected as recycling	No additional new waste types were collected during the quarter. Planning underway for the recycling of additional textile and rubber materials in quarter 3.	1	≥ 2
Proportion of recycled content in construction projects on Council assets	Of the 97 construction projects currently under construction or complete, 40 incorporate recycled materials. An example of this is the use of 'Reconophalt' (high-recycled-content asphalt) at the Day Street Carpark Reseal at the Bairnsdale Hospital.	41.00%	> 10.00%
Community satisfaction with waste management	The Community Satisfaction Survey is currently underway, results will be available in quarter four.	-	≥ Large Rural Council average
Kerbside collection waste diverted from landfill	Waste diverted from landfill has remained steady during the quarter, indicating that there has been no significant increase in waste streams.	50.54%	≥ 52%

Progress Indicator Legend

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



Switchback track at the Omeo Mountain Bike Trail

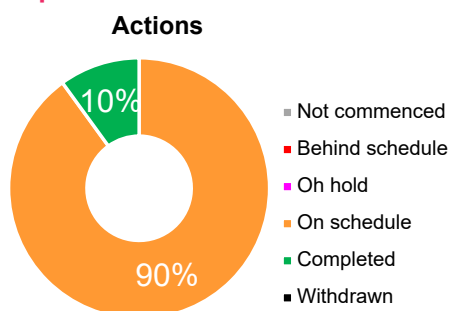
4

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

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

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

Summary of performance



Council services provided

Business Support

Economic Development

Events

Tourism and Visitor Information







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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.1.1	Support businesses to be emerging leaders in climate change adaption and assist businesses to transition toward greater resilience	<p>The New Energy Opportunities Study contract has been awarded to deliver recommendations on East Gippsland involvement in New Energy Industries including supply chains for new and future businesses, training and skills pathway opportunities and the development of an investment prospectus.</p> <p>The Digital Confidence Program is in its inception stage. This program will support businesses to be more resilience in the digital space through economic and climate shocks.</p>	50%	


Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Percentage of actions implemented from the Economic Development Strategy Action Plan 2022-26	All actions of the Economic Development Strategy are at implementation stage, with the exception for the RV Friendly Shire strategy which will commence in the 2024-25 Financial Year.	50.00%	≥ 80.00%

Progress Indicator Legend

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







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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.2.1	Engage young people, youth organisations, training organisations and social enterprises to understand and address barriers to training and employment	<p>Survey results from the Jobs Expo outlines the reasons behind unpreparedness from job seekers in the youth space and the barriers to offering employment and traineeships. Some of these reasons included lack of qualifications and transport.</p> <p>These findings align with the advocacy work we have delivered with the East Gippsland Community Foundations business scholarship program offering financial support for sundries (such as transport) to enable young people to connect with training opportunities.</p> <p>Working with Gippsland East Local Learning and Employment Network, Workforce Australia and TAFE Gippsland to deliver a targeted employment pathways expo in the new energy sector. Council will cover the transport costs for high school students from Mallacoota, Swifts Creek and Orbost to attend the expo.</p>	50%	



Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Report prepared on barriers to training and employment.	Engagement with key stakeholders (including Workforce Australia and the Gippsland New Energy Supply Chain Working Group) is underway to further understand the barriers to training and employment in our region.	30%	Report prepared







Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.3.1	Evaluate and expand Council's entrepreneurship programs to identify, foster and promote emerging business opportunities and new investors	<p>An evaluation of Council's entrepreneurship program showed there wasn't a large enough pool of local resources in the professional services industries that were willing to deliver pro-bono work.</p> <p>To ensure support is provided to rural businesses, a Rural Business Resilience and Development Officer was employed this quarter.</p> <p>The Digital Assets Project for Buchan and Bruthen is in its final stages of delivery. This project is part of the Economic Activation element of the Buchan and Bruthen Streetscape development fund. Photos and videos captured through the project will be used in a series of social media campaigns and promotional materials.</p>	50%	
4.3.2	Support the development and implementation of Local Development Strategies for communities impacted by changes in the native timber industry	<p>Swifts Creek:</p> <p>The first phase of the development of the Swifts Creek Local Development Strategy was completed this quarter with the completion of a regional context analysis.</p> <p>Nowa Nowa:</p> <ul style="list-style-type: none"> Facilitation of an Australian Centre for Rural Entrepreneurs (ACRE) workshop to support exiting and emerging ideas frameworks and investment pathways. Contribution to the Entrepreneurial Discovery Program's delivered to date. Accessing community plans and open space plans to better understand community needs <p>Orbost:</p> <ul style="list-style-type: none"> Facilitation of an ACRE workshop to support exiting and emerging ideas frameworks and investment pathways Connecting businesses directly with DEECA to access the Timber Transition Fund. Business Concierge 'Drop In Sessions' delivered at both Orbost and Marlo in partnership with Local Development Strategy Project Manager. 	50%	

Progress Indicator Legend

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

Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Participation in Council run programs delivered to support business growth	During this quarter there were a number of programs delivered to support business growth in the region, with over 136 businesses actively engaged during the quarter.	439	≥ 300

Progress Indicator Legend

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

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

Action	Action Name	Comments	Progress	Traffic Lights
4.4.1	Streamline development and business approval processes and strengthen customer information and services for investors.	A Business Concierge position has been created to offer connective and streamlined support service for new and existing businesses and commercial investors. Development of an Investment Tracking process is underway between the Economic Development Unit and Planning Unit to further simplify the process for external investment.	50%	

Strategic Indicators





Name	Comments	YTD Actual	Annual Target
Council processing time for events and business permits and registrations	A total number of eight new Goods on Footpath permits were issued this quarter.	9.75 days	Goods on footpath < 8 days
	A total of eight trading permits were issued this quarter.	12.87 days	Trading Permits < 6 Days
	No Domestic Animal Business permits were issued in the quarter.	-	Domestic animal business registration: < 6 days
Community satisfaction with planning and building permits	The Community Satisfaction Survey is currently underway, results will be available in quarter four.	-	≥ Large Rural Council average
Percentage of Statutory Planning applications decided within the required timeframes (combined VicSmart and Standard application timeframe).	57 of 161 (35.40%) of applications received this quarter determined within required timeframe.	-*	≥ 60%
Average time taken to decide Statutory Planning applications	The median average processing days is 103 days for the quarter.	-*	< 61 days

*YTD Actual under review, will be reported in the Q3 progress report.

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.5.1	Implement the Pathways to Growth program from the Tourism Events Action Plan 2022-26	In partnership with Destination Gippsland - Events Gippsland, two events have been identified to commence the mentoring program in 2024, the Paynesville Classic Boat Rally and the East Gippsland Winter Festiva (funding separately approved by Council in December 2023. Wild Harvest Seafood Festival and Twin Rivers Bream Classic commenced the program in 2022-23 bringing the program participation to four participating events.	70%	
4.5.2	Plan, deliver and support major project development that enhance the amenity of our towns, improve the visitor experience and facilitate new business investment	The Eagle Point Foreshore Hub Cafe was operated over summer by the Eagle Point Caravan Park staff in a temporary fit out of the space. Council has continued to seek interest in the operation and management of the long-term lease. Lease and licences for The Slipway at Lakes Entrance have now been finalised. An Event Permit was used by the vendors to activate The Slipway prior to Christmas.	50%	
4.5.3	Complete construction of Omeo MTB trail, deliver operational model and support Omeo region to realise the benefits of the new infrastructure.	Construction of the Omeo Mountain Bike Trails is on track with additional trails opened in December. Stage 1 - The upper overpass structure on Mt Mesley is now available for public use. Stage 2 trails available to the public prior to December 2023 include: XC5 Out - Sluice - Green rated trail, XC5 return - Water Race - Green rated trail, XC6 Loop - Pioneer - Green rated trail. Councils contractors, Common Ground Trails (CGT), are currently reviewing their program of works to ensure they meet the construction timelines, including Part D trails in Stage 2.	50%	
4.5.4	Complete feasibility study into the establishment of an Arts Precinct in Bairnsdale	The Bairnsdale CBD Arts Precinct Feasibility Report is complete and all associated grant reports and acquittals completed.	100%	







Progress Indicator Legend

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


Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Number of tourism events held during the low and shoulder season periods	<p>There were seven tourism events held between July to December 2023. They include:</p> <ul style="list-style-type: none"> • The East Gippsland Winter Festival which concluded on 9 July 2023 (noting that the festival includes a large number of individual events). • The Twin Rivers Bream Classic • 2023 Tennis Seniors Victoria National Ranking Tournament in East Gippsland • 2023 Vic Bream Classic Series • -2023 Squash VIC Country Victoria Individual Championships in East Gippsland • 2023 Tennis Victoria Bairnsdale Junior & Open Events • - CopRice State Yard Dog Championship Bairnsdale 	7	> 30
Number of signature events participating in Pathways to Growth	An additional two events were added to the Pathways to Growth Program during the quarter being the Paynesville Classic Boat Rally and the East Gippsland Winter Festival.	4	≥ 4

Progress Indicator Legend

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







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

Action Code	Action Name	Comments	Progress	Traffic Lights
4.6.1	Support enhanced agribusiness, productivity and resilience through a range of programs	<p>Programs delivered this quarter include:</p> <ul style="list-style-type: none"> Three Recovery and Resilience Social Wellbeing events hosted in Genoa, Wairewa and Gelantipy. These events were attended by 109 community members. East Gippsland agriculture leadership course 'Agribusiness' - building awareness of tools to support preparedness, productivity, growth and resilience planning. Businesses have reported growth in employment numbers, better productivity and improved management processes as a result of their involvement in the Agribusiness program. Financial capability program events held in Bruthen, Lindenow and Omeo focused on cash flow, tax and bank finance, succession, interest and changing markets to encourage business continuity, preparedness and resilience. 137 people attended these events. Bendoc Neighbourhood House hosted a chemical handling course, the first Rural Industry Skills workshop in the series to increase productivity by ensuring correct process and strengthening local networks. 	50%	

Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Number of members of the farming community engaged in Council supported programs	Recovery and Resilience programs that were established in the first quarter have now commenced with great success. Programs include Social Wellbeing, Agriculture Leadership, Financial Capability and Rural Skills.	354	100

Progress Indicator Legend

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



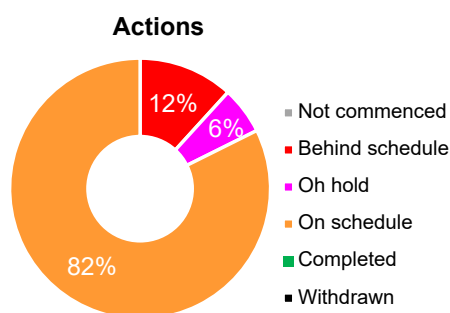
Councils Information Services Business Unit at the recent all Staff Event, won a Living Our Values Award, for implementing a new customer service system. The system will streamline customer queries and help improve response times.

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

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

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



Summary of performance



Council services provided

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







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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.1.1	Undertake customer interaction surveys to inform the development of service improvement plans	Customer interaction surveys are scheduled to commence in quarter three and four.	0%	
5.1.2	Utilise a range of online tools to engage electronically including websites, Your Say, and social media	<p>Utilisation of Council's Social Media pages was essential to the success of a recent recruitment effort inviting local young people to join two Council Youth Programs, as well as to attract members to the Bairnsdale 2050 Community Panel.</p> <p>Communications support ensured continuous improvement of the use of social media to cross-promote and direct customers to the Your Say engagement portal.</p>	50%	



Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Community Satisfaction with Customer Service	The Community Satisfaction Survey is currently underway, results will be available in quarter four.	-	≥ Large Rural Council average
Number of visitors to key websites, social media and Your Say pages	<p>Council's website had 124,517 visitors over the reporting period.</p> <p>YourSay had 6,244 visitors, while the Bairnsdale Aquatic and Recreation Centre and Lakes Entrance Aquadome had 4,900 and 4,448 visitors respectively.</p> <p>This is the first full quarter of the Mallacoota Foreshore Holiday Park's website, which had 12,392 visitors.</p>	295,482	Measurable growth in interaction in all mediums (2023-24 Baseline year)

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.2.1	Actively participate in networks, forums and alliances to advocate for the Shire and regional community issues and priorities	<p>During the quarter the organisation engaged with Gippsland regional HR teams for a workshop on Psychosocial Stress Challenges in the workplace, identifying additional training opportunities for consideration during 2024.</p> <p>The CEO represented Council on numerous occasions, including with Gippsland New Energy Alliance, Joint State/Local Government CEO Forums, MAV Annual Conference and State Council Meeting, Once Gippsland, Omeo District Health, Benambra Community House and Destination Gippsland. Councillors Buckley and Urie, along with the CEO attended the Rural Councils Victoria Annual General Meeting.</p> <p>The Community Programs and Engagement team advocated for the Shire on numerous occasions over this quarter, attending 6 different network meetings.</p> <p>Communications developed to continue advocacy on key issues such as timber transition, extractive industries and state planning rule change.</p>	50%	
5.2.2	Actively undertake and promote the advocacy work of the Council	<p>Communications developed to continue advocacy on key issues such as timber transition, extractive industries and state planning rule change for major developments.</p> <p>Promotion undertaken this quarter on the completion of projects that attracted funding (as a result of advocacy), including the opening of the Shaving Point Boat ramp (Metung), Omeo MTB Trails, cricket pitch and training facility upgrades and the Lindenow recreation lighting.</p>	50%	




Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Community satisfaction with advocacy (lobbying on behalf of the community)	The Community Satisfaction Survey is currently underway, results will be available in quarter four.	-	≥ Large Rural Council average

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.3.1	Review and strengthen Council's community engagement approach and capacity	A review of Council's Community Engagement approach and capacity was completed, with findings scheduled for presentation to Council in February / March 2024.	60%	
5.3.2	Refresh Council's place-based approach to planning and engagement to ensure it is fit for purpose	Recruitment of ongoing Place Facilitators to support Council's place-based approach in Omeo District, Mallacoota/Cann Valley and Orbost has been completed and induction and early work is underway.	20%	
5.3.3	Incorporate community engagement into the development and delivery of all major strategies and projects	<p>Council completed a review of Community Engagement Policy and Practice during the quarter. The results of the review will be presented to Council for consideration in quarter three.</p> <p>Communications support provide for messaging to community about engagement opportunities across a range of channels, including radio, newspaper, social media and website.</p> <p>Significant community engagement occurred prior to Council's adoption of the Housing and Settlement Strategy. The Bairnsdale 2050 Community Panel was established during the quarter.</p>	50%	






Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Community satisfaction with informing the community	The Community Satisfaction Survey is currently underway, results will be available in quarter four.	-	≥ Large Rural Council average
Community satisfaction with community consultation and engagement	The Community Satisfaction Survey is currently underway, results will be available in quarter four.	-	≥ Large Rural Council average
Community satisfaction with making community decisions	The Community Satisfaction Survey is currently underway, results will be available in quarter four.	-	≥ Large Rural Council average

Progress Indicator Legend

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

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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.4.1	Undertake an organisational capability review	The organisational capability review was put on hold and will be re-evaluated following the establishment of the Organisational Strategy and Performance Unit (established in January 2024).	5%	
5.4.2	Manage the business requirements to implement new technology to generate productivity and efficiency gains across the organisation.	Council has commenced implementation of new Occupational Health and Safety Systems and Electronic Document Signing platform to facilitate business process improvements to generate efficiencies across the organisation.	35%	
5.4.3 - Major Initiative 7	Develop a new Information Communication and Technology strategy.	Development of a new ICT Strategy is on track - Council has recently completed stakeholder engagement and is in the process of working through an Enterprise Technology Risk Assessment.	30%	
5.4.4	Finalise road safety strategy and implement	The Road Safety Strategy has been drafted and is in the approval process.	85%	
5.4.5	Rollout the Asset Management System to priority business units.	<p>The ICT Asset Management Strategy has been developed and the ICT Asset Management Plan is programmed to be completed by May 2024.</p> <p>Plant and Fleet systems are currently being reviewed and the draft Plant and Fleet Asset Management Plan is programmed to be completed by May 2024</p> <p>The development of the foreshore structures inspection template and schedule is completed.</p>	40%	

Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Permanent workforce has access to mobile technology	Deployment of shared devices across remote sites has improved access to mobile technology.	91.76%	≥ 70%
Number of service reviews and continuous improvement initiatives undertaken	Update will be provided in quarter four	-	≥ Two reviews per annum
Information Communication and Technology Strategy adopted by Council.	Development, assessment and engagement continues with key stakeholders.	40%	30 June 2024

Progress Indicator Legend

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







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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.5.1	Review the 10 Year Financial Plan annually	The review of the 10 Year Financial Plan is progressing in accordance with the 2024/25 budget timelines.	25%	
5.5.2	Review the Capital Program and provide quarterly reports to Council	<p>A review of the Capital Program was undertaken this quarter. The status report is complete and will be presented to the Audit & Risk Committee in quarter two.</p> <p>The Capital Works Program commenced the year with a budget of \$126million and 230 projects. At the end of the quarter, 45% of funding was spent or committed, 244 projects had commenced, with 37 of these complete.</p>	50%	




Strategic Indicators

Name	Comments	YTD Actual	Annual Target
Victorian Auditor-General's Office assessment of Council's overall Financial Sustainability is low risk	This is an annual assessment and no data is currently available.	-	Achieved

Progress Indicator Legend

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







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

Action Code	Action Name	Comments	Progress	Traffic Lights
5.6.1 - Major initiative 8	Adopt and implement the organisation's Occupational Health and Safety Management System.	The Safety Management System is comprised of 41 Framework and Operational Procedures, of these 22 procedures were approved in October 2023, after which induction of staff on the new Safety Management System commenced.	65%	
5.6.2	Implement actions from the Workforce Plan 2021-25	<p>The 'Unshakeable at Work' training program' was delivered during the quarter, helping staff build confidence and resilience when dealing with challenging situations in the customer service environment.</p> <p>The 'Leaders who ask' training program commenced in December 2023, providing leaders with training in effective communication skills.</p> <p>The review of Councils Enterprise Arts and Culture team was completed, resulting in a realignment to better deliver on service needs.</p> <p>The establishment of the Organisational Strategy and Performance Unit in January 2024, will assist with further progressing the delivery of the Workforce Plan.</p>	30%	
5.6.3	Deliver actions from the Gender Equality Action Plan	The focus during the quarter has been the collation of information for the Commissioners report (due in February 2024). All available data has been sourced for the Gender Impact Assessments (GIA). Work has commenced on the development of templated GIA's to support business units with recurring projects.	30%	

Strategic Indicators

Name	Comments	YTD Actual	Annual Target
The percentage of actions implemented from the Workforce Plan 2021-25	Progress of the Workforce Plan 2021-25 is calculated annually and will be available in quarter four.	-	≥ 80.00%
Unplanned annual staff turnover rate	The annual unplanned staff turnover rate will be calculated in quarter four.	-	≤ 12.00%

Progress Indicator Legend

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

5.1.3 Council Meeting Resolution Register

Authorised by General Manager Business Excellence

Conflict of Interest

Officers preparing this report have no conflict of interest to declare.

Executive Summary

Council's Chief Executive Officer is responsible for ensuring that the decisions of the Council are implemented without undue delay.

This report provides the status for outstanding Council resolutions up to 30 September 2023, from the previous report tabled on 14 November 2023 (**Attachment 1 and 2**) and resolutions from 1 October 2023 – 31 December 2023 (not including resolutions that are for noting only) (**Attachment 3 and 4**).

Officer Recommendation

That Council receives and notes this report and all attachments pertaining to this report.

Background

The primary role of the Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community. Council must perform its role in accordance with the Overarching Governance Principles as set out in section 9 of the *Local Government Act* 2020, in which one of the principles states:

'...the transparency of Council decisions, actions and information is to be ensured'.

The reporting of Council resolutions is a vital measure of Council's performance and provides the information it needs to demonstrate transparency and Council's accountability to the community.

For the period of 1 October 2023 – 31 December 2023, there were 20 open Council resolutions (not including resolutions for noting only) in the reporting period, of which 18 have been completed, one is in progress, and one has not yet started. There were six closed Council resolutions (not including resolutions for noting only), of which five have been completed and one is in progress.

Legislation

As of 1 July 2021, all provisions of the *Local Government Act* 2020 commenced. Some provisions of the *Local Government Act* 1989, that have not been repealed, will remain applicable until such time as they are revoked.

This report has been prepared in accordance with *Local Government Act* 2020 section 9(i) and section 58.

The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights detailed in the Victorian Government's Charter of *Human Rights and Responsibilities Act* 2006.

In preparing this report the Victorian *Gender Equality Act 2020* has been considered. The implications of the report have been assessed and are compliant with the obligations and principles of the *Gender Equality Act 2020*. The need for a Gender Impact Assessment has also been assessed. The implications of this report have been assessed and align with the principles and objects of the *Gender Equality Act 2020*.

Council Plan

This report has been prepared and aligned with the following strategic objectives set out in the Council Plan 2021-2025:

Strategic Objective 5: 5.4 Continuous improvement systems are strengthened, and organisational efficiency enhanced.

Council Policy

This report is consistent with the Governance Rules and the Community Engagement Policy.

Options

There are no alternate approaches for Council on this reporting requirement.

Resourcing

Financial

There are no financial implications associated with this Report.

Plant and equipment

There are no plant and equipment requirements with this Report.

Human Resources

There are no resource issues with this Report.

Risk

The risks of this proposal have been considered and once the Resolution Register is published, there may be questions or negative responses from the community. This will be managed in accordance with Council's Complaints Management Policy.

Economic

There are no economic implications stemming from this Report.

Social

This Report is assessed as having no direct social impact.

Gender Impact Statement

This Report is compliant with the obligations and objectives of the Victorian *Gender Equality Act 2020* and has been assessed as not requiring a Gender Impact Assessment (GIA).

Environmental

There are no environmental implications stemming from this Report.

Climate change

This Report is assessed as having no direct impact on climate change.

Engagement

Internal engagement has been undertaken to garner the updates on the progress of resolutions. The register will be made available on Council's website, consistent with the Community Engagement Policy.

Attachments

1. CONFIDENTIAL - Closed Council Resolutions up to 30 September 2023 [**5.1.3.1** - 1 page]
2. Open Council Resolutions up to 30 September 2023 [**5.1.3.2** - 2 pages]
3. Open Council Resolutions from 1 October to 31 December 2023 [**5.1.3.3** - 2 pages]
4. CONFIDENTIAL - Closed Council Resolutions from 1 October to 31 December 2023 [**5.1.3.4** - 1 page]

Update on outstanding resolutions from previous report – Open Council Meeting resolutions – up to 30 September 2023

Meeting Date	Item No.	Report Title	Directorate	Status
28 February 2023	5.1.2	CON2023 1478 Heritage Listed Hinnomunjie Timber Truss Bridge - Structural Stabilisation	Assets and Environment	In progress
15 August 2023	5.2.1	Toonalook Waters Revegetation Project	Assets and Environment	In progress

Open Council Meeting Resolutions from 1 October to 31 December 2023

Meeting Date	Item No.	Item	Directorate	Status
17/10/2023	1 7 1.1	Petition to Request Review of Books in East Gippsland Library Collection	Business Excellence	Completed
17/10/2023	5 1.1	Planning Application 5.2022.344.1 (344/2022/P) - Multi-lot Subdivision and Native Vegetation Removal - 10 Fullarton Drive, Paynesville	Place and Community	Completed
17/10/2023	5 2.2	Draft Annual Report 2022-23	Business Excellence	Completed
14/11/2023	2.1	Climate Change Initiatives	Assets and Environment	In progress
14/11/2023	5 1.1	Climate Change Pledge	Assets and Environment	Completed
14/11/2023	5 1.3	CON2024 1617 Replacement of Air Handling Unit - Lakes Aquatic Centre Plant Installation Works	Assets and Environment	Completed
14/11/2023	5 3.1	Planning Delegations Policy 2022 - 12 Month Review	Place and Community	Completed
14/11/2023	5 3.2	East Gippsland Winter Festival Sponsorship Proposal	Place and Community	Completed
28/11/2023	5 1.1	Planning Permit Application 12 The Backwater Eastwood Two Lot Subdivision and Buildings and Works for Two Dwellings	Place and Community	Completed
28/11/2023	5 2.1	Endorsement of the Paynesville Progress Jetty Revised Masterplan	Assets and Environment	Completed
28/11/2023	5 2.3	Mitchell River Revegetation Program	Assets and Environment	Completed
28/11/2023	5 2.4	Draft East Gippsland Sporting Facilities Plan	Assets and Environment	Not yet started
28/11/2023	5 2.5	CON2024 1624 Bemm River Footpath Development	Assets and Environment	Completed

Meeting Date	Item No.	Item	Directorate	Status
28/11/2023	5 2.6	CON2024 1615 Moroney Street Stage 3A - Construction Works	Assets and Environment	Completed
28/11/2023	5 2.7	CON2020 1406 Provision of Electrical Services - Contract Extension	Assets and Environment	Completed
28/11/2023	5 2.8	CON2024 1625 Provision of Plumbing Services	Assets and Environment	Completed
28/11/2023	5 3.2	Council Meeting Schedule 2024	Business Excellence	Completed
12/12/2023	5 1.1	Draft Housing and Settlement Strategy	Place and Community	Completed
12/12/2023	5 2.1	Suspension of the East Gippsland Shire Council Road Management Plan	Assets and Environment	Completed
12/12/2023	5 3.1	Councillor Representation Register	Business Excellence	Completed

5.1.4 Discontinuance of Road Reserve - part of Lake Tyers Beach Road Lake Tyers Beach

Authorised by General Manager Business Excellence

Conflict of Interest

Officers preparing this report have no conflict of interest to declare.

Executive Summary

The former owners of Lake Tyers Beach General Store located at 575B Lake Tyers Beach Road, Lake Tyers Beach (Property) has constructed an all-abilities access ramp over part of the Lake Tyers Beach Road, Lake Tyers Beach (Road).

The Road is a government Road for which the Council has control and maintenance responsibilities, as it is included on the Public Road Register, but is unable to sell any part of the Road.

The total area of the all-abilities access ramp that has been built within the Road reserve is approximately 30 square metres.

This report seeks Council approval to commence proceedings for a road closure and discontinuance, to allow the Department of Energy, Environment and Climate Action (DEECA) to complete the sale of the relevant portion of this Road, outlined in red at **Attachment 1**, to the current owner of the Property.

Officer Recommendation

That Council:

- 1. receives and notes this report and all attachments pertaining to this report;***
- 2. determines that part of the government Road on which the all-abilities access ramp has been constructed at 575B Lake Tyers Beach Road Lake Tyers Beach is not required for public access or any future public use (outlined in red on Attachment 2);***
- 3. notes that there will be no interruption to traffic flow on the Lake Tyers Beach Road or maintenance of the Lake Tyers Beach Road Lake Tyers Beach by the proposed closure and discontinuance of part of Lake Tyers Beach Road Lake Tyers Beach as the all-abilities access ramp has been in place for over fifteen years;***
- 4. pursuant to section 206, including clause 3 of Schedule 10 and Section 207(b) of the Local Government Act 1989 and section 12 of the Road Management Act 2004 resolves to advertise its intention to close and discontinue the part of the Lake Tyers Beach Road Lake Tyers Beach on which the all-abilities access ramp has been constructed;***
- 5. authorises the Chief Executive Officer or their delegate to place a public notice of the proposed road closure and discontinuance of part of the Lake Tyers Beach Road Lake Tyers Beach;***

6. *appoints a Committee comprising the Council with a quorum of five Councillors, to hear and consider any written public submissions received in relation to the proposed closure and discontinuance of part of the Lake Tyers Beach Road, Lake Tyers Beach, in accordance with section 22 of the Local Government Act 1989;*
7. *nominates 23 April 2024 at 1:30pm as the date and time for the Committee to hear any submissions regarding the closure and discontinuance of part of Lake Tyers Beach Road Lake Tyers Beach;*
8. *authorises the Chief Executive Officer or their delegate to publish a notice in the Victorian Government Gazette for the closure and discontinuance of part of the Lake Tyers Beach Road Lake Tyers Beach; and*
9. *notes that as part of the section 223 process, a report providing a recommendation from the Committee Hearing will be presented at a future Council meeting for its consideration, should any submissions be received regarding the proposed closure and discontinuance of part of the Lake Tyers Beach Road Lake Tyers Beach.*

Background

On 27 July 2021, the current owner of the Property wrote to Council advising that they had the Property surveyed, provided at **Attachment 2**, and were surprised to find that their Property boundary extended approximately one metre into the carparks in Lake Tyers Beach Road. The East Gippsland Water water metre for the Property is also located within one of the carparks. The owners of the Property were advised by a Council officer to obtain a Planning Permit to erect a fence on the Property boundary.

In August 2021, the owner of the Property was granted a planning permit to construct a front fence with a maximum height of 1.5 metres in accordance with the endorsed plans on the Property boundary adjoining the Road.

The owner has now installed the front fence in accordance with the Planning Permit approval.

When Council officers reviewed the survey plans provided by the owner (**Attachment 2**), it was identified the General Store encroached onto the Road Reserve. The General Store roofline within the Road Reserve overhangs a set of concrete steps and all-abilities access ramp constructed in the Road Reserve. The total area of the encroachment onto the Road Reserve is approximately 30 square metres.

The owner would like to purchase the area of encroachment outlined in red at **Attachment 1** but as the Road has been identified as a Government road, Council cannot sell part of it to the owner of the Property. Once the Road is closed and discontinued, Council will refer the matter to DEECA to finalise the sale of part of the Road to the owner.

Legislation

As of 1 July 2021, all provisions of the *Local Government Act 2020* commenced. Some provisions of the *Local Government Act 1989*, that have not been repealed, will remain applicable until such time as they are revoked.

The proposed road closure and discontinuance of the Road is required to be conducted in accordance with sections 206, 207B of the *Local Government Act 1989*, including clauses 2 and 3 of Schedule 10 and section 12 of the *Road Management Act 2004*.

The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights detailed in the Victorian Government's Charter of *Human Rights and Responsibilities Act 2006*.

In preparing this report the Victorian *Gender Equality Act 2020* has been considered. The implications of the report have been assessed and are compliant with the obligations and principles of the *Gender Equality Act 2020*. The need for a Gender Impact Assessment has also been assessed. The implications of this report have been assessed and align with the principles and objects of the *Gender Equality Act 2020*.

Collaborative procurement

There are no aspects of this report that require entering into a procurement agreement and therefore external collaboration is not appropriate.

Council Plan

This report has been prepared and aligned with the following strategic objectives set out in the Council Plan 2021-2025:

Strategic Objective 5: 5.5 Resources are managed to meet current and future needs and priorities.

Council Policy

The closure and discontinuance of the government Road is not associated with any Council Policy as the Council is only undertaking the closure and discontinuance of part of the government Road, with DEECA completing the sale of the government Road.

Options

Two options have been considered in the preparation of this report being:

Option 1 – preferred

As per the Officers recommendations, Council:

- determines that the part of the government Road that the all-abilities access ramp has been constructed on is not required for public access or any future public use; and
- resolves to advertise the Council's intention to close and discontinue part of the government Road that has the all-abilities access road built over it.

Option 2

That Council does not proceed with the road closure and discontinuance as recommended. This option not to discontinue the part of the government Road on which the all-abilities access ramp has been constructed, may result in the owner of the Property having to remove the all-abilities access ramp providing access to the General Store by disabled members of the community.

Resourcing

Financial

All valuation, surveying and legal costs associated with the closure and discontinuance of part of the Road must be met by the Property owner.

The future sale of part of the government Road will be completed by DEECA and DEECA will retain all revenue from the sale of part of the government Road.

Plant and equipment

There are no plant and equipment requirements associated with this report.

Human Resources

The implementation of the proposed road closure and discontinuance of part of the government Road that has the all-abilities access constructed over it adjacent to the property 575B Lake Tyers Beach Road Lake Tyers Beach does not require any additional resources.

Risk

When advertised, Council may receive submissions that oppose the road closure and discontinuance of part of the government Road on which the all-abilities access ramp has been constructed. Council will consider any written public submissions received, in accordance with section 223 of the *Local Government Act 1989* and evaluate them on a case-by-case basis, taking into consideration the merits and associated risks of each submission.

Economic

There are no perceived economic factors that will be impacted by this report.

Social

Under the *Disability Discrimination Act 1992* (Cth) it is against the law to discriminate against a person because of disability when providing goods, services or facilities or access to public premises. If the owner of the Property is required to remove the all-abilities access ramp which provides access to the General Store, due to its construction being in road reserve, the owner of the Property will be in breach of the *Disability Discrimination Act 1992* (Cth). This also may impact on the provision of services to the community, especially over the summer months when the Lake Tyers Beach area has large influx of tourists.

Gender Impact Statement

The report for the closure and discontinuance of part of the government Road has considered the *Gender Equality Act 2020* in its preparation but is not relevant to its content.

The closure and discontinuance of part of the government Road report has been assessed as not requiring a Gender Impact Assessment (GIA).

Environmental

There are no environmental implications for road closure and discontinuance of part of the government Road.

Climate change

This report is assessed as having no direct impact on climate change.

Engagement

Members of the public will be entitled to make a submission response to the public notice and hearing process conducted in accordance with section 223 of the *Local Government Act* 1989.

Attachments

1. Encroachment Overview Plan 575 Lake Tyers Beach Road [**5.1.4.1** - 2 pages]
2. Plan of Re-establishment - 575 Lake Tyers Beach Road Lake Tyers Beach [**5.1.4.2** - 1 page]



RECORD OF HAVING RE-ESTABLISHED A CADASTRAL BOUNDARY		SURVEYING (CADASTRAL SURVEYS) REGULATIONS 2015 - SCHEDULE 4, REGULATION 16	
LOCATION OF LAND PROPERTY ADDRESS: 575A LAKE TYERS BEACH ROAD, LAKE TYERS BEACH, 3909 PARISH: COLQUHOUN TOWNSHIP: EAST CUNNINGHAME SECTION: _____ CROWN ALLOTMENT: 48 (PART) CROWN PORTION: _____ LAST PLAN REFERENCE: LOT 1 - TP239135F TITLE REFERENCE: VOL 8347 FOL 081		NOTATIONS BEARING DATUM: MGA2020 DATUM: A-B-C VIDE SURVEY BY JON MARK BRODZIK, REF. 751 10°45' HAS BEEN ADDED TO TP239135F FOR MGA2020 RADIATIONS SHOWN & OFFSETS TO OCCUPATION ARE NOT DRAWN TO SCALE MGA CO-ORDINATES: E: 595 440 ZONE: 55 (of approx centre of land) N: 5809 460 GDA 2020 In plan)	
ORIGINAL SHEET SIZE: A3 SCALE 1:250 SURVEYORS FILE REF: 19498 Crowther & Sadler Pty. Ltd. LICENSED SURVEYORS & TOWN PLANNERS 102 MACLEOD STREET, BAIRNSDALE, VIC., 3673 TELEPHONE (03) 6162 6011		CERTIFICATION BY SURVEYOR SHEET 1 OF 1 SHEET I, Michael J Sadler of 152 Macleod Street, Bairnsdale, VIC, 3875 certify that this plan has been prepared from a survey made under my direction and supervision in accordance with the Surveying Act 2004 and completed on 28/06/2021, that this plan is accurate and correctly represents the adopted boundaries and that the survey accuracy accords with that required by regulation 7(1) of the Surveying (Cadastral Surveys) Regulations 2015. Digitally signed by Michael J Sadler 05/07/2021 Licensed Surveyor, Surveying Act 2004 Digitally signed by: Michael J Sadler, Licensed Surveyor, Surveyor's Plan Version (Not supplied), 05/07/2021, SPEAR Ref: S177904H	

5.1.5 Data Dashboards

Authorised by General Manager Business Excellence

Confidentiality Notice

Under section 66(2) of the *Local Government Act 2020* a meeting considering confidential information may be closed to the public. Pursuant to sections 3(1) and 66(5) of the *Local Government Act 2020*, the information contained **Confidential Attachment 1** is confidential because it contains Council business information being information that would, if released, prejudice the Council's position in commercial negotiations, as any future procurement processes that maybe associated with this project are yet to be determined. In addition, other Councils noted in this report, aside from Wellington Shire Council, have requested that they are not identified publicly, and the information they provided is also not publicly released in this report.

Conflict of Interest

Officers preparing this report have no conflict of interest to declare.

Executive Summary

The purpose of this report is to provide Council with options on the feasibility and viability of developing and implementing Data Dashboards.

At its meeting on the 15 August 2023, Council approved a resolution for a report to be presented to a future Council meeting on the feasibility of developing and implementing publicly available data dashboards to enhance transparency, accountability, and community engagement.

Council has a three-year plan to implement new systems that offer automation and data dashboard capabilities from 2025/26, this is contained in the ICT and Business Systems Forward Plan 2023-2026 (Forward Plan). These features are dependent on the replacement of legacy systems and completion of integration of core systems. Officers have confirmed the intention to implement a Data Dashboard as part of the Forward Plan. There are considerations as to how this could be achieved if the timing is brought forward.

For benchmarking, capability and resourcing requirements, Council has reviewed and sourced information from other Councils that currently provide publicly available Data Dashboards.

Officers are presenting four options, refer **Confidential Attachment 1** for consideration but recommend Option 3, which offers the most cost effective and appropriate alignment to Council's Forward Plan, noting it is presented as an unfunded initiative.

Officer Recommendation

- 1. receives and notes this report and all attachments pertaining to this report;**
- 2. resolves to develop and implement interim and immediate solution for the visualisation of performance data via the Council's website; and**
- 3. resolves that Confidential Attachment 1 to this report and all discussions relating to that attachment remain confidential.**

Background

At its meeting on the 15 August 2023, Council approved for a report to be presented to a future Council meeting on the feasibility of developing and implementing publicly available data dashboards to enhance transparency, accountability, and community engagement.

Council currently reports and informs the community on Council's activities, achievements, challenges, and financial performance via different methods including:

- Annual Report available on Council's website;
- Community Announcements, Council Services, Projects, Strategies and Reviews on Council's website;
- Quarterly Council Plan report;
- Online engagement platform Your Say;
- Council Meeting reports; and
- Facebook posts.

Data Dashboards can provide real-time insights, near-real-time updates, or moment in time reporting on key metrics and performance indicators. The capability of any Data Dashboard is dependent on the availability and accessibility of data which can be sourced from corporate systems, either manually or fully automated to integrated core financial and corporate systems.

For benchmarking, capability and resourcing requirements, Council has reviewed and sourced information from other Councils who currently provide publicly available Data Dashboards.

For the purpose of Data Dashboard functionality and comparison, Council will assume like-for-like functionality as displayed on Frankston City Council's website. This can however be modified and customised to suit Council's requirements.

Frankston City Council's Data Dashboard can be viewed here: [Home Page — Frankston Transparency Hub](#)

Current Situation

Council has recently implemented a new integrated Enterprise Resource Planning (ERP) platform, in the Civica software suite. The ERP can offer full Data Dashboard capability once all modules have been implemented. Currently, Council has implemented Civica Property and Rating, Development and Planning and Customer Request Management.

Council has a three-year plan to implement new systems that offer automation and data dashboard capabilities from 2025/26, this is contained in the Forward Plan.

Any Data Dashboard offering prior to the implementation of e-Services will require substantial daily (manual) management of existing business systems and their data availability, data integrity, manual cleansing and compilation, manual importing and publication, and operational management of the live Data Dashboards and reporting support. This would come at a substantial financial cost of between \$1.5M-\$2.1M and risks broader change management fatigue across the business.

A range of options for fast tracking the development of easy to find data and organisational performance information are provided in **Confidential Attachment 1**. The recommendation to proceed with Option 3 from this Confidential Attachment, 'Info Graphic and Video Story Telling Implementation', would deliver an interim and immediate solution for storytelling and info graphics which from feedback from other Councils aligns to the highest value component of the data dashboards.

The following example has been sourced from Frankston City Council's publicly available Transparency Hub Stories section ([Income Statement — Frankston Transparency Hub](#)).

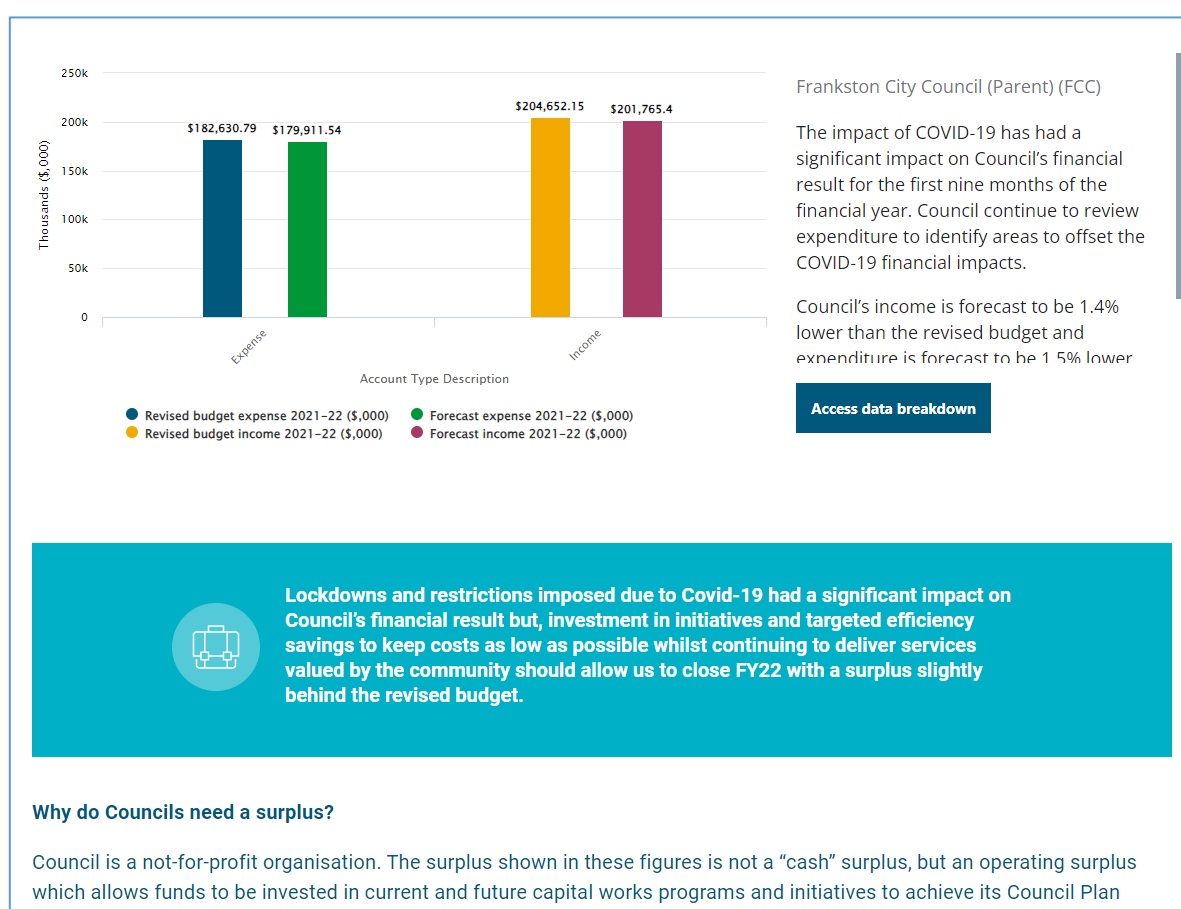


Figure 1 Financial reports including expenses vs income across financial years

Legislation

As of 1 July 2021, all provisions of the *Local Government Act 2020* commenced. Some provisions of the *Local Government Act 1989*, that have not been repealed, will remain applicable until such time as they are revoked.

This report has been prepared in accordance with *Local Government Act 2020*, sections 108 and 109.

The implications of this report have been assessed and are not considered likely to breach or infringe upon the human rights detailed in the Victorian Government's Charter of *Human Rights and Responsibilities Act 2006*.

In preparing this report the Victorian *Gender Equality Act 2020* has been considered. The implications of the report have been assessed and are compliant with the obligations and principles of the *Gender Equality Act 2020*. The need for a Gender Impact Assessment has also been assessed. The implications of this report have been assessed and align with the principles and objects of the *Gender Equality Act 2020*.

Collaborative procurement

Pursuant of section 109(2) of the *Local Government Act 2020*, this report has been prepared in collaboration with Wellington Shire Council and information sourced from other Victorian Local Government Agencies.

Council Plan

This report has been prepared and aligned with the following strategic objectives set out in the Council Plan 2021-2025:

Strategic Objective 5: 5.4 Continuous improvement systems are strengthened, and organisational efficiency enhanced.

Council Policy

This report has been prepared in alignment with Council's Procurement and Transparency Policies.

OPTIONS

Council has a three-year plan to implement new systems that offer automation and data dashboard capabilities from 2025/26, this is contained in the Forward Plan.

Officers are presenting four options for consideration, refer **Confidential Attachment 1**.

Resourcing

Financial

Financial information provided in **Confidential Attachment 1**.

Plant and equipment

This report is assessed as having no impact to plant and equipment.

Human Resources

The options presented include the following Human Resources requirements and estimated costs, refer **Confidential Attachment 1**.

Risk

The risks of this proposal have been considered and are outlined as Challenges in the Options and Finance sections of this report.

Economic

This report is assessed as having no direct economic impact.

Social

This report is assessed as having no direct social impact.

Gender Impact Statement

This report has considered the *Gender Equality Act 2020* in its preparation. This report has been assessed as not requiring a Gender Impact Assessment (GIA).

Environmental

This report is assessed as having no direct environmental impact.

Climate change

This report is assessed as having no direct impact on climate change.

Engagement

Council has engaged with other Victorian Councils that currently provide publicly available Data Dashboards.

Attachments

1. CONFIDENTIAL - Supporting information Data Dashboards [5.1.5.1 - 4 pages]

6 Urgent Business

7 Confidential Business

8 Close of Meeting