

Council Plan Performance Report

Initiative	Lead	Annual Actions 2022/23 Second Year	Progress to 31 December 2022
Theme 1: Connected and Healthy Community			
Strategic Objective 1: The health and wellbeing of families and communities is maximised			
Strategy 1.1 Embed health and wellbeing enablers and protections to reduce risks to our communities			
Encourage community members to be healthy, safe, and active	Community Health & Wellbeing	Minor Budget Item - Implement Year One actions from the Municipal Health and Wellbeing Action Plan Report on same	We continue to implement the Municipal Health and Wellbeing Action Plan and reporting responsibilities in relation to Council Plan
		RESPOND participation in partnership with Mansfield District Hospital VicHealth Local Government (LG) partnership for period next three year INFANT Program Maternal and Child Health (MCH) healthy active babies 0-2 Years	Respond Partnership continues with activities Fresh food drive, This Girl Can, Summer series and active footpaths initiative. Jump start - grant applied for and successful to run active play classes for under twos in conjunction with Occupational Therapist VicHealth LG partnership successful and we are completing modules Building Active Communities and Creating connected communities
Promote gender equity and reduction of family violence	Community Health & Wellbeing	Deliver initiatives that apply a gender impact assessment to emergency preparedness, recovery and response services and practices	Ovens Murray Child & Family Services Alliance continues to support the Integrated Family Services (IFS) program Gender Impact assessments are identified and if required completed with all policies and projects new initialise
		Support Specialist Family Violence practitioners to return to Mansfield Face to face service delivery Support Centre Against Violence (CAV) Roadshow 16 Days of activities Program Bystander training all council staff	IFS and the Mansfield Family and Children's Centre are supporting the return to face to face service of CAV, Junction Support Services RISE program and UMFC family violence practitioner. Completed the 16 days of activism supplementary program by supporting the CAV roadshow and the 16 days social media program. Commenced the Bystander training for staff
		MCH Family violence assessment and referral	MCH family violence identification and assessment is completed as per MCH program standards

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		Minor Budget Item - Completion of the Primary Prevention and early Identification of Family violence project DFFH to promote gender equity and reduction of family violence	Project completed
Reduce the harmful impact of alcohol and other drug use by improving health literacy	Community Health & Wellbeing	Participate in the RESTART Partnership with MDH	Participation In the RESTART program continues
		MCH advice and support and intervention regards drugs smoking and alcohol	MCH nurses continue to give advice, support and referrals on smoking, drugs and alcohol through the MCH service
		Manager Community Health and Wellbeing (MCHW) participates in RESTART meetings	Restart meetings attended by MCHW
		Freeza and Engage smoke, drug and alcohol free events	Freeza and Engage! Programs continue to be increased post covid and are smoke drug and alcohol free events
Improve community connectedness and respect for diversity	Community Health & Wellbeing	Major Budget Item - Improve community connectedness through the development of the Mansfield Access and Inclusion Plan Social inclusion Action Groups (SIAG) for Mental health initiative	Initial planning is being undertaken on the social inclusion and Access plan SIAG has commenced and recruitment to take place in March 2023 Vic Health LG partnership - creating connected communities module to commence
		MCH and support playgroup programs that provide connection and support	Supported playgroups have increased to 7 per term under previous underspend and increased short term Bushfire recovery program funding
		Youth committees Disaster Recovery Youth Project	Currently recruiting Disaster Recovery advisory group Program fully staffed
Strategy 1.2 Connect, develop and support children and young people			
Optimise child and family services delivered by Council	Community Health & Wellbeing	Major Budget Item - Implementation of the Youth Service Review recommendations and development of a new Youth Strategy 2023 Integrated Family Services (IFS) accreditation and registration process to be completed Supported playgroups additional bushfire funding to support additional groups	Youth restructure completed and rebuilding programs underway. IFS certification achieved and continuous quality improvement activities underway

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		<p>Major Budget Item - Development of the Municipal Early Years Plan drawing on the Early Years Infrastructure Service Review</p> <p>Major Budget Item - Support the Mansfield Kindergarten redevelopment through a further contribution to the construction phase of the project</p> <p>INFANT Program through MCH and RESPOND</p> <p>Central Registration and Enrolment Scheme (CRES) Project</p>	<p>Initial planning Municipal Early Years Plan</p> <p>INFANT Program underway CRES Project underway Kindergarten expansion project to commence in mid-2023</p>
<p>Maintain and improve playgrounds and recreation spaces</p>	<p>Infrastructure & Planning</p>	<p>Major Budget Item - Maintain and improve playgrounds and recreational spaces through implementation of the Mansfield Open Space Strategy</p>	<p>Open Space Strategy is complete and ready for adoption.</p> <p>New Merton community playground completed as a collaborative project</p> <p>Outdoor activation Fund shade sails at the Botanic Park which was initiated from community feedback</p> <p>Consultation of the Botanic Park Master Plan</p>
<p>Strategy 1.3 Contribute to efforts that ensure essential community services exist locally</p>			
<p>Advocate for Mansfield's District Hospital's redevelopment and its delivery of health services</p>	<p>CEO</p>	<p>Continue to advocate state and federal ministers and local members for improvements to equity in health service provision for regional and rural areas.</p>	<p>Working with local health providers and regional networks to identify key health and wellbeing issues affecting the community.</p> <p>Negotiated to lease the Buckland centre to Mansfield District Hospital following their successful contract to be the primary home and community care provider.</p> <p>Continued collaboration with MDH in the aged care space through the regional assessment service and the Community Connections Officer</p>
<p>Advocate for the redevelopment of Mansfield Autism State-wide Services (MASS)</p>	<p>CEO</p>	<p>Continue to support Mansfield Autism State-wide Services (MASS) with facilitating connections and further assistance as required.</p>	<p>Letters of support provided when required for grant applications</p> <p>Community health and wellbeing and community</p>

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		Relationship building through Youth Services and Better Communities Network	development identifying and opportunities for collaboration. Sensory support has been provided at several events when it was identified as a need. The community feedback has been very positive. Events team has also supported through promotional activities MASS fundraising events.
Review community needs and service delivery for aged care services	Community Health & Wellbeing	Minor Budget Item - Support transition of aged care services through working with Mansfield District Hospital and the appointment of a Community Connections Officer to provide ongoing support and advocacy for the community RAS services extended to 30 June 2024 Seniors festival	Community Connections Officer is providing ongoing support and advocacy for community including outreach to Bonnie Doon. Liaising with MDH in Aged care space Seniors Festival completed
Determine the need and scope for a Mansfield Emergency Services Precinct (MESPC)	CEO	To partner with MESPC and continue to advocate for the next stage in developing the Precinct	Council submitted a grant application to the Investment Fast Track Fund and pursued other funding opportunities through the Commonwealth Government Disaster Ready Fund. In preparation for application, we had meetings with the local Federal Member of Parliament during this period to talk about projects. The Local State Member of Parliament was met with several times to seek support for projects for state funding.
Strategic Objective 2: Activities that promote connection and fitness of our people and visitors			
Strategy 2.1 Support our arts community and facilitate the delivery of festivals and events.			
Establish appropriate governance structure to support the ongoing development of the Mansfield Performing Arts Centre (MPAC)	Economic Development	Major Budget Item - Establish appropriate governance structure to support the ongoing development of the Mansfield Performing Arts Centre (MPAC) through development of a joint user agreement with Mansfield Secondary College	A joint user agreement with Mansfield Secondary College has been developed for the Mansfield Performing Arts Centre (MPAC)
Coordinate, stage, and/or support commercial and community events	Economic Development	1. 2022-23 key events will continue to have 4 key events - Targa, Australia Day, Lantern Festival and High Country Festival. 2. Undertake a sustainable tourism project plan to improve targeted attraction of tourism and	Key events to be held in second half of 2022-23. The sustainable tourism plan is being created with an expected completion date of June 2023. The plan includes an initial review of current events and opportunities. Collaborated with TNE on the

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		events businesses, as well as targeting of business and commercial events. Work with Tourism North East (TNE) to contribute to the Destination Management Plan, to ensure we take a collaborative approach to regional tourism and harness the power of collaborative destination management and marketing.	Destination Management Plan, to ensure we take a collaborative approach to regional tourism and harness the power of collaborative destination management and marketing.
Strategy 2.2 Create an environment where community and clubs can recreate, socialise, and contribute to the health and wellbeing of the community.			
Enhance sporting and recreational facilities	Operations & Capital Works	Major Budget Item - Enhance sporting and recreational facilities by continuing to advocate for funding of the Lords Reserve Community Hub as a priority project	Council officers are in the process of tendering for a redesign of the Lords Reserve Pavilion and have commenced community engagement with user groups to inform the final design. Council officers are also seeking funding to upgrade the drainage of Lords Reserve to expand the use of the facility year round.
	Community and economic development	Minor Budget Item - Continue to work with the Year-round Aquatic Facility for Mansfield (YAFM) community group in development of a feasibility study for an indoor swimming facility	Engagement with YAFM continues
	Operations & Capital Works	Major Minor Budget Item - Implementation of the Library refurbishment to provide an attractive welcoming space for children and families	Commenced refurbishment and due for completion April 2023
Provide event management expertise to support community and commercial events	Economic Development	Deliver event management support to community and commercial events	Implemented a new system "event manage" to facilitate the application process for permits and other requirements. Council supported a large number of events with in kind and financial contribution.
Strategy 2.3 Enhance the social and economic value of tourism to Mansfield			
Advance regional and destination tourism in cooperation with our local tourism partners	CEO	Mansfield Heritage Museum design completed, and construction commenced	Construction tender commenced
Strengthen and diversify the Visitor economy and experience	Economic Development	Major Budget Item - Implement the Visitor Services Review to advance regional and destination tourism in cooperation with our local tourism partners	Implemented some of the visitor servicing review priority projects. Started development of a sustainable tourism plan 2023 -2025 in collaboration with community and key stakeholders. Council has supported the Goughs Bay Boat Club with the funding application for the redevelopment of the premises which when completed will attract a new

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			group of visitors to the area. The arts on the trail project on the Great Victorian Rail Trail (GVRT) is due for completion in June 2023 promoting visitation by art lovers to the area.
Develop a Tourism Strategy for Mansfield Shire	Economic Development	Develop a sustainable tourism project plan.	The sustainable tourism plan is being developed with an expected completion date of June 2023.
Realise the Lake Eildon Masterplan together with other delivery partners	CEO	Progress Lake Eildon projects	The Skyline Road part of the Lake Eildon Master plan design has progressed in partnership with Murrindindi Shire. See above Progress on Goughs Bay Boat Club
Theme 2: Vibrant liveability			
Strategic Objective 3: Future focussed: Intelligent land use and infrastructure			
Strategy 3.1 Protect natural vistas and farmlands			
Develop planning scheme amendments that protect views and vistas, along with land for commercial farming	Planning and Environment	1. Commence planning scheme amendment for Significant Landscape Overlay (SLO) 2. Complete planning scheme amendment for Mansfield 2040. Major Budget Item - Implement Planning Scheme Amendments to support the Mansfield Planning Strategy and protect township character and natural landscapes	Consultant appointed for the translation of the Mansfield Planning Strategy into the Mansfield Planning Scheme. RedInk Planning is undertaking this work at no cost to Council in partnership with the regional planning hub
Forge and nurture smart partnerships that contribute to greater long-term beauty, significance & sustainability	CEO Infrastructure & Planning	Engage with traditional owners.	Council officer attends monthly Gadhaba meetings Planning and environment team liaise with the Taungurung Land and Waters Council (TLaWC) .
	Economic Development	Develop a sustainable tourism project plan.	Throughout the development of the sustainable tourism plan, council is collaborating with key partners to ensure tourism impacts on amenities and environment is minimised.
	Field Services	Initial focus on reactively addressing areas that require street trees is ongoing. Engage platform to be utilised to obtain community input to help guide Tree Order quantities in April 2023 for plantings in June - July 2023. Identify short term, intermediate and long term goals . Environmental Officer now also providing assistance	Council's Environment Officer has been preparing a Tree Management Plan and a Tree Planting Program in consultation with the Field Services Team. The program will include both indigenous and exotic tree plantings, both for biodiversity improvements and urban cooling within townships.

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Strategy 3.2 Enhance township character			
Apply planning controls to preserve and protect unique characteristics of Mansfield Shire townships.	Planning and Environment	Create structure plans for each township across Mansfield Shire as recommended by the Mansfield Planning Strategy.	Council officers have prepared and completed the Bonnie Doon Plan, which was adopted by Council in March 2023. A draft Merton Plan is out for public consultation. Work will commence on the Goughs Bay Plan in the first half of 2023.
	Operations & Capital Works	Minor Budget Item - Continue Township Streetscape Upgrades, develop and implement actions from Bonnie Doon structure plan	Council officers have sought priorities for upgrade works in the township of Bonnie Doon, with works to commence on implementation in the first half of 2023.
	Field Services	Minor Budget Item - Provision of additional resourcing for Road maintenance and Parks and Gardens maintenance to support our growing population. 1 additional position achieved in 22/23 FY.	Increased road maintenance and parks and gardens work has been undertaken across the municipality supported by the additional resources.
	Economic Development	Major Budget Item - Outlying Communities Infrastructure Grant to support and engage our communities to deliver new community infrastructure projects	Annual grant opportunity for outlying communities awarded to the following: - Tolmie Community Social Club - Merton Campdraft - The Goughs Bay Area Progress Association
Develop a fair-use system of visitor parking, especially at high-traffic times and places	Operations & Capital Works	Major Budget Item - Design and construction of a new public carpark in High Street Mansfield	Temporary car park completed and permanent construction in design stage
Strategy 3.3 Improve roads, drainage and footpaths			
Engage our communities in development of a program of prioritised road, drainage and footpath upgrades across the Shire balanced with volume and type of use	Operations & Capital Works	Major Budget Item - Completion of the Heavy Vehicle Alternative Route (HVAR) (Stage 2) - Note that this was captured in Strategic Objective 3 in the budget	HVAR stage 2 Design required engagement of new consultant due to identified issues. Stage 2 to commence construction in second half of financial year.
	Planning and Environment	Major Budget Item- Flood mapping and major program of stormwater infrastructure improvements to respond to increased development and to provide improved drainage to high priority areas	Funding obtained to undertake a Flood Study, with a consultant to be appointed in the first half of 2023.
Strategy 3.4 Plan for and encourage appropriate housing			
Develop planning scheme amendments that provide conditions for high-quality design and character	Planning and Environment	Commence Planning Scheme Amendment to Implement Township Housing Strategy	Amendment has been redrafted to be more comprehensive. A motion of Council has allowed for Council officers to seek authorisation from the Minister for Planning to prepare and exhibit this amendment.

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Ensure that new developments fairly and reasonably contribute to infrastructure improvements to meet the demands of growth.	Planning and Environment	Complete implementation of the Development Contributions Plan Overlay for Open Space	Council has received a grant to prepare a holistic infrastructure plan that assesses the demand for all infrastructure types in Mansfield township.
Strategic Objective 4: Clean and green: Waste & energy sustainability			
Strategy 4.1 Minimise and re-use waste			
Engage with the community to transition to separate glass and FOGO (food organics and garden organics) recycling in accordance with the <i>Recycling and Waste Reduction Act 2020</i>	Operations & Capital Works	Major Budget Item - Community engagement on the transition to recovery of glass and Food Organics and Garden Organics (FOGO) from landfill in accordance with the Recycling and Waste Reduction Act 2020	Council officers have undertaken deliberative engagement and been part of a collaborative tender process for waste services, with a FOGO service to be introduced in July 2024.
Review and improve waste recovery and recycling services and infrastructure	Operations & Capital Works	Implement year 2 waste strategy actions.	Ground water bores have been installed at all closed landfill sites. Landfill capping assessments are underway. Council officers are continuing to seek funding to implement the Resource Recovery Centre Masterplan.
Strategy 4.2 Adopt and promote energy options that are affordable, self-sustaining & carbon positive			
Encourage community access to the benefits of the Local Power Plan and other renewable energy projects	Planning and Environment	Minor Budget Item- Implementation of Climate Action Plan Year One Actions	Climate Action Plan was adopted by Council in February 2023.
	Planning and Environment	Minor Budget Item - Implementation of the Environment Program - Tree Planting and education on carbon credits	Climate Action Plan was adopted by Council in February 2023. Tree Planting Program planned in second half of the financial year.
Strategic Objective 5: Prosperous: Industries, businesses, and workforces of the future			
Strategy 5.1 Create conditions that enable local businesses & employers to thrive			
Develop a program of active service and business attraction, including human services, tourism, manufacturing, and innovation & knowledge workers	Economic Development	Major Budget Item - Advocate to the Federal Government for high-speed internet capability throughout the Shire Minor Budget Item - Review Community Plans supporting the local economic aspirations of the outlying communities	Support local businesses/ groups with funding applications for development of new tourism infrastructure/ attraction. Review community plans supporting the local economic aspirations of the outlying communities. The sustainable tourism plan includes a gap analysis of local businesses. Ongoing advocacy has resulted in new telecommunication towers for Mansfield.

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Support Station Precinct commercial and community activation in line with the Masterplan	Planning and Environment	Major Budget Item - Progress implementation of the Station Precinct Masterplan priority projects including the Heritage Museum	Redraft the Station precinct masterplan to align the plan with the actual development occurring on the site. Construction of Heritage Museum planned to commence in 2023.
Strategy 5.2 Enable land use and base infrastructure that stimulates commercial activity			
Appropriately allocate land for commercial purposes	Planning and Environment	Complete the planning scheme amendment to implement the Commercial and Industrial Land Use Strategy	Completed with part adoption by Council in August 2022.
Develop Lakins Road Precinct	Operations & Capital Works	Major Budget Item - Progress design development work for Lakins Road Industrial Precinct	Council has engaged consultants to prepare all necessary documentation to progress the site to obtaining a planning permit for development.
Implement the Lake Eildon Masterplan and Sewage recommendations	Engineering	Minor Budget Item - Hosting a position on behalf of the Goulburn Broken and North East Integrated Water Management Forums to coordinate the strategic development of the Integrated Water Management (IWM) projects, plans and opportunities in the region	IWM - Commenced in November Recruited the regional lead part time and currently increasing to a full FTE. The staff will coordinate the stakeholders and involved Councils to identify projects and prepare for grant submissions
Theme 3: A trusted, effective, and efficient Council			
Strategic Objective 6: Council possesses in-house and outsourced capability to meet community expectations			
Strategy 6.1 Use and gain knowledge of our community to make good decisions			
Modernise engagement practices to extend reach into community	Communications	Utilisation of the Community Engagement Framework	The community engagement process has been used for projects since July 2022 with good outcomes. The framework informed the deliberative process for the Waste project recently carried out. The collaborative procurement, with 11 other councils forming the Resource Recovery Collective – Hume (RCCH), for waste and recycling services, is one of the largest of its kind in regional Victoria. Council has also commenced community engagement over changes to waste and recycling services required by the Victorian Government's circular economy policy. This included formation of a deliberative panel for consultation over the next stage of separating glass and FOGO recycling in accordance with the Act.
Strategy 6.2 Building organisational capability through its People			
Progress the Digital Transformation Strategy	Business and Performance	Major Budget Item - Progress the Digital Transformation Strategy - Lower North East Regional Council Collaboration Project Manager started 28 November. Will	Major Budget Item - Progress the Digital Transformation Strategy - Lower North East Regional Council Collaboration Project Manager started 28 November. Commence

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		commence work on project documents. MOU and Governance structure's agreed. Funding was received from the Business Acceleration Fund to introduce improved digital planning systems - this project will work through the digitisation transformation strategy.	work on project documents. The architecture plan was submitted to LGV as a funding milestone on 22nd December 2023. MOU and Governance structure's agreed. The Planning, Building and Regulatory Services systems replacement project has been rescheduled based on successful application to the Business Acceleration Fund (BAF). The project is now scheduled to be completed by December 2023 instead of 2025.
Enhance key organisational capabilities through effective workforce planning	People and Culture	Minor Budget Item- Continue to implement the Gender Equality Action Plan Minor Budget Item - Implement the People Plan which outlines the strategies to attract, retain and develop our workforce and respond to changing community expectations	The Gender Equality action plan has been implemented and monitored The Workforce plan is being implemented in stages. A review of recruitment and selection process has occurred, and the online learning platform is in operation for induction
Provide Councillors with professional learning and development opportunities that enhance their skills and knowledge of local government	People and Culture	Deliver learning and development opportunities for Councillors and Staff	Professional development opportunities for staff and Councillors have been delivered.
Strive to continuously improve Council's customer service experience	Economic Development	1. Implement Intranet to provide information to all staff, enabling a customer service culture across the organisation so most staff can assist to answer customer queries and are across major projects from across the organisation. 2. Ensure staff are trained in the Customer Service Charter across the organisation.	Intranet upgrade being implemented to provide information to all staff, enabling a customer service culture across the organisation so most staff can assist to answer customer queries and are across major projects from across the organisation. Expected completion date June 2023. Staff are trained in the Customer Service Charter across the organisation.
Strategic Objective 7: Financial sustainability and value for money			
Strategy 7.1 Increase Council's financial resilience by utilising opportunities to derive own-source or funding income and optimising costs of delivering services			
Identify methods of providing greater value for money from Council-delivered services via	EMT	Major Budget Item - Implementation of the Revenue and Rating Services Review FTE structure confirmed ongoing - remainder of report recommendations to be assessed by March 2023.	Revenue and Rating Service Review completed, and all major recommendations have been implemented. Revenue and Rating team to further review and close

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rolling cycle of service reviews		Minor Budget Item - Undertake a Local Laws review Undertake a program of two service reviews each year	out final recommendations - intended for council prior to June 2023.
Grow other revenue through grant applications	CEO	Minor Budget Item - Continue to grow other revenue through application of relevant grant funding Resource a Grant Officer position	Opportunities for grant applications have been pursued and recorded on the grant register
Strategic Objective 8: A consultative Council that represents and empowers its community			
Strategy 8.1 Increase community trust in Council to make informed decisions with 'no surprises'			
Provide the community with transparent information about Council plans, strategies, and performance	EMT	Major Budget Item - Continue to implement the engagement framework and use of the Engage platform	The community engagement process has been used for projects since July 2022 with good outcomes. The framework informed the deliberative process for the Waste project recently carried out. The collaborative procurement, with 11 other councils forming the Resource Recovery Collective – Hume (RCCH), for waste and recycling services, is one of the largest of its kind in regional Victoria. Council has also commenced community engagement over changes to waste and recycling services required by the Victorian Government's circular economy policy. This included formation of a deliberative panel for consultation over the next stage of separating glass and FOGO recycling in accordance with the Act.
		Major Budget Item - Continue to implement the Statutory Planning Service Review roadmap and advocate for funding to improve online planning systems	Successful grant application and funding received for the online Planning system.
		Minor Budget Item - Monthly CEO organisational performance reporting	CEO monthly reports are delivered to the community vi the monthly Council meetings as a standing agenda Item
Provide community opportunities to be involved in key Council decisions		The engage.mansfield.vic.gov.au continues to be utilised to engage with community on projects, programs and activities. This is part of the Community engagement framework that is	Engage has been used to support community consultation on: -Governance Rules Review -Changes to recycling and waste services in Mansfield Shire

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		a comprehensive tool to facilitate widespread accessible community engagement	<ul style="list-style-type: none"> - Capital Projects - Botanic Park Masterplan
Strategy 8.2 Develop capacity and capability to advocate powerfully for the most important interests of the Mansfield community			
<p>Advocate for the delivery of projects such as the Lake Eildon Masterplan, Mansfield Station Precinct, Mansfield Emergency Services Precinct, Lakins Road Industrial Precinct, a Year-around Aquatic Facility in Mansfield, Lords Reserve Community Hub, and redevelopment of the Resource Recovery Centre</p>	CEO	<p>Advocate at all levels of government for Projects, programs and activities that will support, develop and optimise the best interests of the Mansfield community</p>	<p>Advocacy for the community has taken place with meetings with representatives of both State and federal Members of Parliament. Representing Mansfield interests and Networks and Forums at a local, regional and state level. Prioritising Mansfield to State Government Departments for inclusion in Strategy, Partnership and funding opportunities.</p> <p>Success this reporting period with a VicHealth Local Government Partnership Invitation to participate as a pilot site for Childlink Invitation to be an initial site for Social Inclusion Actions Groups \$213,334 Central Registration and enrolment Scheme feasibility study \$60,000 Goughs Bay Water sensitive Town plan feasibility study \$18,300 Goughs Bay Boat Club Redevelopment \$1.5M</p>