

**2022 2023 Council Plan Actions Report**

Theme 1: Connected and Healthy Community	Budget Initiatives 2022 2023	Full Year Report	Responsible Manager	Progress	MPHWBP	MPHWP Priority area
<p><b>Strategic Objective 1: The health and wellbeing of families and communities is maximised</b></p> <p><b>Strategy 1.1. Embed health and wellbeing enablers and protections to reduce risks to our communities</b></p> <p>*Encourage community members to be healthy, safe, and active                      *Promote gender equity and reduction of family violence                      *Reduce the harmful impact of alcohol and other drug use by improving health literacy                      *Improve community connectedness and respect for diversity</p> <p><b>Strategy 1.2 Connect, develop and support children and young people</b></p> <p>*Optimise child and family services delivered by Council                      *Maintain and improve playgrounds and recreation spaces                      *Advocate for Mansfield’s District Hospital’s redevelopment and its delivery of health services                      *Advocate for the redevelopment of Mansfield Autism State-wide Services (MASS)                      *Review community needs and service delivery for aged care services                      *Determine the need and scope for a Mansfield Emergency Services Precinct (MESPC)</p>	<p><b>Major initiatives 2022 2023 Budget</b></p>	<p><b>2022 - 2023</b></p>				
	<p>1. Optimise child and family services delivered by Council through the:</p> <p>a. Implementation of the Youth Service Review recommendations and development of a new Youth Strategy 2023                      b. Development of the Municipal Early Years Plan drawing on the Early Years Infrastructure Service Review</p>	<p>a. The Youth Service Review was completed in 2021 and provided to Council in 28 June 2022. The recommendations were implemented with a restructure completed to improve the delivery of a range of program, services and activities to young people in the community.                      With a focus on providing opportunities to engage grow and learn in a safe and engaging environment a rebuilding process has been undertaken. We are currently engaging with schools, service providers and non government organisations to develop a broad program. We have leveraged on community based initiatives to engage young people in community events.                      b. The Municipal Early Years Plan MEYP has been delayed to strategically combine with three other early years initiatives currently underway. The Central Registration and Enrolment Scheme CRES feasibility study, the Kindergarten Infrastructure and Services Plan KISP and the early years workforce plan. The MEYP will be completed at the culmination of these three projects in 2023 2024</p>	EMCW	<p align="center"><b>100% New Youth Strategy to be developed</b></p>	Yes	Priority 1: Physical Activity and Healthy Eating Priority 2: Preventing Violence Against Women and Children Priority 3: Harmful Effects of Alcohol and Drug Use Priority 4: Socially Connected and Supported Communities
	<p>2. Maintain and improve playgrounds and recreational spaces through implementation of the Mansfield Open Space strategy</p>	<p>The Mansfield Open Space Strategy was adopted February 2023. Amendment C57 has been prepared to implement this document into the Mansfield Planning Scheme. This amendment has been submitted to the Minister for Planning for approval, who has requested some changes prior to exhibition.                      A new Merton community playground has been completed as a collaborative project                      Outdoor activation Fund was used to install shade sails at Botanic Park based on community feedback.                      Consultation of the Botanic Park Master Plan was commenced and the final plan will be adopted in the 2023/24 Financial Year</p>	MPE	<p align="center"><b>100% Open space Strategy Completed</b></p>	Yes	Priority 1: Physical Activity and Healthy Eating
	<p>3. Improve community connectedness through the development of the Mansfield Access and Inclusion Plan</p>	<p>Social Inclusion Action Group program funded through the Department of Health Mental Health Office has commenced with the recruitment of the Group Facilitator and a preliminary needs analysis of the community. Preparation of the engagement plan and Expressions of Interest documents including role descriptors for group members has started. The Mansfield Access and Inclusion Plan will be completed following this consultative process and further community consultation.                      VicHealth Local Government partnership - Module one creating connected and supportive communities has commenced</p>	EMCW	<p align="center"><b>20% Underway</b></p>	Yes	Priority 4: Socially Connected and Supported Communities
	<p>4. Support the Mansfield Kindergarten redevelopment through a further contribution to the construction phase of the project</p>	<p>Kindergarten expansion project to commence in mid 2023, supported by Council</p>	EMCW	<p align="center"><b>100% Further contribution and construction to commence</b></p>	Yes	Priority 4: Socially Connected and Supported Communities
	<p><b>Other initiatives 2022 2023 Budget</b></p>					
<p>1. Implement Year One actions from the Municipal Public Health and Wellbeing Action Plan</p>	<p>We implemented the Municipal Public Health and Wellbeing Action Plan Year one actions and completed all reporting responsibilities in relation to Council Plan. The first year interim report was submitted to Councillor briefing 6 December 2022 and reviewed by Department of Health in 2023. The review noted that year one actions were in line with Priority areas. Municipal Public Health and Wellbeing plan Year 2 is to be completed and report to be prepared for council.</p>	EMCW	<p align="center"><b>100% Year One completed</b></p>	Yes	Priority 1: Physical Activity and Healthy Eating Priority 2: Preventing Violence Against Women and Children Priority 3: Harmful Effects of Alcohol and Drug Use Priority 4: Socially Connected and Supported Communities	

	2. Participation in the RESTART Program with Mansfield District Hospital to reduce the harmful impact of alcohol and other drug use by improving health literacy	Participation In the RESTART program continues with attendance at RESTART by a Council representative. Advocacy for the continuation of funding and expansion of the program to the Murrindindi Shire was provided	EMCW	<b>100% Completed</b>	Yes	Priority 3: Harmful Effects of Alcohol and Drug Use	
	3. Completion of the Primary Prevention and early Identification of Family violence project DFFH to promote gender equity and reduction of family violence	The Primary Prevention and early identification of Family Violence Project was completed on time and within budget with the resulting activities reported to DFFH the Gender Equity Action Plan and 16 days of activism participation	EMCW	<b>100% Project and all reporting completed</b>	Yes	Priority 2: Preventing Violence Against Women and Children	
	4. Support transition of aged care services through working with Mansfield District Hospital MDH and the appointment of a Community Connections Officer to provide ongoing support and advocacy for community	Community Connections Officer is providing ongoing support and advocacy for community including outreach to Bonnie Doon and visiting wood Point with Library services. Liaising with MDH in Aged care space. The Community Connector role has extended to 2023 2024	EMCW	<b>100% Extended 2023 2024</b>	Yes	Priority 4: Socially Connected and Supported Communities	
	<b>Additional Activities 2022 2023</b>						
	*Respond Partnership with Mansfield District Hospital Providing Fresh food Drive, This Girl Can, Summer Series, and Active Footpaths *Jump Start program Crawl and Play - active playgroup *VicHealth Local Government Partnership undertaking modules Building Active Communities and Creating Connected Communities. Vic Health Implementation Grant * INFANT Program *Youth Program FreeZA and Engage *Family violence identification and early intervention activities	Respond Partnership continues with activities Fresh food drive, This Girl Can and summer series and the active footpaths initiative. Jump Start - grant to run Crawl and Play - classes for under twos in conjunction with OT Commenced April 2023 VicHealth Local Government Partnership undertaking modules Building Active Communities and Creating Connected Communities. Vic Health Implementation Grant obtained for further activities in 2023 2024 INFANT Program conducted through the Maternal and Child Health Program Freeze and Engage! Programs are funded by Victorian State Government to provide young people aged 12 - 25 years to attend activities, programs and events that are smoke, vape, drug and alcohol free Maternal and Child Health and Integrated Family services programs support Specialist Family Violence practitioners to return to Mansfield face to face service delivery	EMCW	<b>Projects at varying stages of completion Continuing</b>	Yes	Priority 1: Physical Activity and Healthy Eating Priority 2: Preventing Violence Against Women and Children Priority 3: Harmful Effects of Alcohol and Drug Use Priority 4: Socially Connected and Supported Communities	
	<b>Strategic Objective 2: Activities that promote connection and fitness of our people and visitors</b>						
	<b>Strategy 2.1 Support our arts community and facilitate the delivery of festivals and events.</b>  *Establish appropriate governance structure to support the ongoing development of the Mansfield Performing Arts Centre (MPAC) *Coordinate, stage, and/or support commercial and community events	1. Develop a Tourism and Events strategy for Mansfield Shire Council and hold key events within the Shire	Progressed the sustainable tourism project plan to improve targeted attraction of tourism and events businesses, as well as targeting of business and commercial events. Worked with 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.	SCECD	<b>80% Sustainable Tourism Strategy due October 2023</b>	Yes	Priority 4: Socially Connected and Supported Communities
	<b>Strategy 2.2 Create an environment where community and clubs can recreate, socialise, and contribute to the health and wellbeing of the community.</b>  *Enhance sporting and recreational facilities *Provide event management expertise to support community and commercial events	2. Implement the Visitor Services Review to advance regional and destination tourism in cooperation with our local tourism partners	Progressed the Sustainable Tourism Plan to final draft to be designed and prepared for public exhibition in October. The mobile Trailer which was a recommendation in the visitor servicing review has been purchased, including shelving and furniture and is awaiting branding ready to be deployed by December 2023. Ongoing support provided to the Goughs Bay Boat Club during their redevelopment. Completed the Arts on The Rail Trail Project with the signage project expected to be completed by September 2023. Ongoing consultation in regard to The Hall of Fame to support the potential funding application.	SCECD	<b>Projects at varying stages of completion Continuing</b>		
	<b>Strategy 2.3 Enhance the social and economic value of tourism to Mansfield</b>  *Advance regional and destination tourism in cooperation with our local tourism partners *Strengthen and diversify the Visitor economy and experience	3. Implementation of the Library refurbishment to provide an attractive welcoming space for children and families	The library refurbishment project has been completed in May 2023 and was Officially Opened on 20 June 2023	MOCW	<b>100% Completed</b>	Yes	Priority 4: Socially Connected and Supported Communities

<p>*Develop a Tourism Strategy for Mansfield Shire</p> <p>*Realise the Lake Eildon Masterplan together with other delivery partners</p>	4. Enhance sporting and recreational facilities by continuing to advocate for funding of the Lords Reserve Community Hub as a priority project	Established a relationship with Sports and Rec Victoria to progress Lords Oval upgrades. An initial review has been completed of the Mansfield Shire Sports and Recreation Strategy 2014-18 and the Sport Facilities Strategy 2018-28. Established relationships with Valley Sports, AFL VIC, Cricket VIC and others to ensure local sporting clubs prosper and are supported. Funding awarded for Lords Oval Drainage	SCCED	Continuing	Yes	Priority 1: Physical Activity and Healthy Eating Priority 4: Socially Connected and Supported Communities
	5. Establish appropriate governance structure to support the ongoing development of the Mansfield Performing Arts Centre (MPAC) through development of a joint use agreement with Mansfield Secondary College	A Joint user agreement has been developed with Mansfield Secondary College which is awaiting approval by the Department of Education.	MPE	80%	Yes	Priority 4: Socially Connected and Supported Communities
	<b>Other Initiatives 2022 2023 Budget</b>					
	1. 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	YAFM presented to Councillors on their progress at a Council Briefing 2 May 2023	SCCED	100% Continuing to work with community groups	Yes	Priority 1: Physical Activity and Healthy Eating Priority 4: Socially Connected and Supported Communities
	<b>Other activities</b>					
<p>*Deliver event management support to community and commercial events</p> <p>*2022-23 key events will continue to have 4 key events - Targa, Australia Day, Lantern Festival and High Country Festival.</p>	<p>Provided significant event management support including information on planning, traffic and safety requirements to multiple existing and new events.</p> <p>New events</p> <ul style="list-style-type: none"> <li>•Horsepower In The High Country</li> <li>•Mansfield Pottery Festival</li> <li>•Stock dog Spectacular</li> <li>•Mansfield Readers Writers Festival</li> <li>•Goughs Bay Festival</li> </ul> <p>Existing Events</p> <ul style="list-style-type: none"> <li>•NAIDOC Week</li> <li>•Seniors Festival</li> <li>•Highline</li> <li>•Christmas Picnic</li> </ul> <p>Council has run or supported approximately 50 events in 2022-2023. A budget submission has resulted in an additional \$25,000 for community event support for 2023/2024.</p>	SCCED	100% To support and deliver a range of events each year	Yes	Priority 1: Physical Activity and Healthy Eating Priority 4: Socially Connected and Supported Communities	
<b>Theme 2: Vibrant Liveability</b>	<b>Budget Initiatives 2022 2023</b>	<b>Final Year Report</b>		<b>% Complete</b>		
<b>Strategic Objective 3: Future focussed: Intelligent land use and infrastructure</b>	<b>Major initiatives 2022 2023 Budget</b>					
<p><b>Strategy 3.1 Protect natural vistas and farmlands</b></p> <p>*Develop planning scheme amendments that protect views and vistas, along with land for commercial farming</p> <p>*Forge and nurture smart partnerships that contribute to greater long-term beauty, significance &amp; sustainability</p>	1. Completion of the Heavy Vehicle Alternative Route (Stage 2)	HVAR construction works underway, scheduled to be completed by Dec 2023.	MOCW	Underway	Yes	Priority 4: Socially Connected and Supported Communities
	2. Design and construction of a new public carpark in High Street Mansfield	Detailed design of carpark delayed due to onsite drainage constraints. Final design expected in August 2023, with construction to be undertaken during the 2023/24 financial year.	MOCW	Underway		
<p><b>Strategy 3.2 Enhance township character</b></p> <p>*Apply planning controls to preserve and protect unique characteristics of Mansfield Shire townships</p> <p>*Develop a fair-use system of visitor parking,</p>	3. Outlying Communities Infrastructure Grant to support and engage our communities to deliver new community infrastructure projects	<p>Annual grant opportunity for outlying communities awarded to the following:</p> <ul style="list-style-type: none"> <li>- Merton skatepark</li> <li>- Bonnie Doon moving of Billie's house</li> <li>- Jamieson Arts and Gardens relocation</li> </ul> <p>Updated guidelines drafted for the Outlying Communities Infrastructure Grant to support an increase in the funding.</p>	SCCED	100% Completed for 2022	Yes	Priority 4: Socially Connected and Supported Communities

<p>especially at high-traffic times and places</p> <p><b>Strategy 3.3 Improve roads, drainage and footpaths</b></p> <p>*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</p>	<p>4. Implement Planning Scheme Amendments to support the Mansfield Planning Strategy and protect township character and natural landscapes</p>	<p>Consultant appointed for the translation of the Mansfield Planning Strategy into the Mansfield Planning Scheme, being Amendment C60mans. RedInk Planning is undertaking this work at no cost to Council in partnership with the regional planning hub. Amendment C54 was completed on 2 June 2023 to rezone land in Dead Horse Lane to Neighbourhood Residential. C48 Part 1 was completed on 20 January 2023 to provide protection on some of the Township Approaches. C51 Part 1 was approved on 8 September 2022 to implement the Mansfield Commercial and Industrial Land Use Strategy.</p>	<p>MPE</p>	<p><b>Underway</b></p>		
<p><b>Strategy 3.4 Plan for and encourage appropriate housing</b></p> <p>*Develop planning scheme amendments that provide conditions for high-quality design and character</p> <p>*Ensure that new developments fairly and reasonably contribute to infrastructure improvements to meet the demands of growth</p>	<p>5. Flood mapping and major program of stormwater infrastructure improvements to respond to increased development and to provide improved drainage to high priority areas</p>	<p>Funding obtained to undertake a Flood Study, with a consultant to be appointed in the second half of 2023.</p>	<p>MOCW</p>	<p><b>Underway</b></p>		
<p><b>Other initiatives 2022 2023 Budget</b></p>						
	<p>1. Continue Township Streetscape Upgrades, develop and implement actions from Bonnie Doon structure plan</p>	<p>Bonnie Doon BBQ &amp; Shelter completed, irrigation works delayed due to wet weather, expected to be completed in September 2023.</p>	<p>MPE</p>	<p><b>Underway</b></p>	<p>Yes</p>	<p>Priority 4: Socially Connected and Supported Communities</p>
	<p>2. Provision of additional resourcing for Road Maintenance and Parks and Gardens maintenance to support our growing population</p>	<p>Increased road maintenance and parks and gardens work has been undertaken across the municipality supported by the additional resources received. Increased FTE has been sought and approved in the budget for 2023 2024</p>	<p>MFS</p>	<p><b>100%</b></p>		
<p><b>Other Activities</b></p>						
	<p>Engage with traditional owners</p>	<p>Council officer attends monthly Gadhaba meetings. Planning and environment team liaise with the Taungurung Land and Waters Council (TLWC) .</p>	<p>SCCED</p>	<p><b>100%</b></p>		
<p><b>Strategic Objective 4: Clean and green: Waste &amp; energy sustainability</b></p>						
<p><b>Major initiatives 2022 2023 Budget</b></p>						
<p><b>Strategy 4.1 Minimise and re-use waste</b></p> <p>* Engage with the community to transition to separate glass and FOGO (food organics and garden organics) recycling in accordance with the Recycling and Waste Reduction Act 2020</p> <p>*Review and improve waste recovery and recycling services and infrastructure</p>	<p>1. 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. Works for landfill caps on closed landfills and continue landfill monitoring program to monitor results from new bores.</p>	<p>A contract has been awarded and there will be further consultation underway to detail how and where the FOGO service will be delivered. Ground water bores were installed on all four closed landfills to establish the underlying environmental impacts, if any, of these closed landfills. Contract awarded in the 2023/24FY for the testing and monitoring of these bores.</p>	<p>MPE</p>	<p><b>100%</b></p>	<p>Yes</p>	<p>State Government Priority: Tackling climate change</p>
<p><b>Other initiatives 2022 2023 budget</b></p>						
<p><b>Strategy 4.2 Adopt and promote energy options that are affordable, self-sustaining &amp; carbon positive</b></p> <p>*Encourage community access to the benefits of the Local Power Plan and other renewable energy projects</p>	<p>1. Implementation of the Environment Program - Tree planting and education on carbon credits</p>	<p>A Tree Management Plan has been developed and presented to Council and has now gone out for community consultation. The Council Street Tree Policy was also updated, and included. Next action is to consider feedback and progress to towards final presentation to Council.</p> <p>A Tree Planting program is being developed in conjunction with the Cooler Towns project. A collaboration between Councils Environment Officer and the Field Services Team. The program will include both indigenous and exotic tree plantings, both for biodiversity improvements and urban cooling within townships.</p> <p>With guidance from community feedback, planting at Shaws Road Merton has been completed as a short term action, Stockman's Rise planting is in preparation. Further sites are being formulated from Cooler Towns consultation results, which will be taken to Council Briefing in the 2023/24 FY.</p>	<p>MPE/MFS</p>	<p><b>Underway</b></p>	<p>Yes</p>	<p>State Government Priority: Tackling climate change</p>

	2. Implementation of Climate Action Plan Year One actions	1. Street Light Audit currently underway. Trellis Carbon accounting software data transition underway. 2. Working on data transition to Trellis carbon accounting software. Whilst Council approved the new software for the 23/24 financial year, we have also been able to gain 22/23 retrospective data capture at no cost to Council. 3. Currently liaising with Landcare on a Carbon Farming Outreach program grant that will assist in delivering training programs in the local community.	SCCS	Underway	Yes	State Government Priority: Tackling climate change
	<b>Other Activities</b>					
	Implement year 2 waste strategy actions.	Contract awarded for monitoring & sampling ground water bores. Council officers were successful in obtaining funding to implement part of the Resource Recovery Centre Masterplan, which will be undertaken in the 2023/24 FY.	MPE	Underway		
<b>Strategic Objective 5: Prosperous: Industries, businesses, and workforces of the</b>	<b>Major initiatives 2022 2023 Budget</b>					
<b>Strategy 5.1 Create conditions that enable local businesses &amp; employers to thrive</b>  *Develop a program of active service and business attraction, including human services, tourism, manufacturing, and innovation & knowledge workers. *Support Station Precinct commercial and community activation in line with the Masterplan  <b>Strategy 5.2 Enable land use and base infrastructure that stimulates commercial activity</b>  *Appropriately allocate land for commercial purposes. *Develop Lakins Road Precinct. *Implement the Lake Eildon Masterplan and Sewage recommendations	1. Progress implementation of the Station Precinct Masterplan priority projects including the Heritage Museum	Construction of Heritage Museum planned to commence in October 2023.  The Mansfield Station Precinct Masterplan is now in its final draft stage and will be presented to Councillors at briefing before it is released for a final round of public consultation requesting comments on the plan	MOCW/MPE	Underway		
	2. Advocate to the Federal government for high-speed internet capability throughout the Shire	Supported local businesses/ groups with funding applications for development of new tourism infrastructure/ attraction. Facilitated training with small business VIC. Ongoing info through quarterly business newsletters. Supported Telstra submission for an additional tower in Bonnie Doon area. Ongoing planning support through better approval processes. Progressed development of investment dashboard and web page.	SCECD	Underway		
	3. Progress design development work for Lakins Road Industrial Precinct	Finalising concept plan & service design in preparation for sale of land. Planning application being prepared for the subdivision of the balance allotment.	MMP	Underway		
	<b>Other Initiatives 2022 2023 Budget</b>					
	1. 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 2022. 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. A submission was made and grant funding provided for Goughs Bay Water Sensitive Town Plan Feasibility Study. Project has been tendered and contract awarded to Decentralised Water (DCW)	MOCW	100%	Yes	State Government Priority: Tackling climate change
	2. Review Community Plans supporting the local economic aspirations of the outlying communities	Council officers have prepared and completed both the Bonnie Doon and Merton Plans. Work for the Goughs Bay Plan will commence in the 2nd half of 2023 and inception meetings have begun for the Delatite Valley Plan which includes both Merrijig and Sawmill Settlement.	MPE SCECD	Continuing	Yes	Priority 4: Socially Connected and Supported Communities
	<b>Other Activities</b>					
	Commence Planning Scheme Amendment to Implement Township Housing Strategy	Council officers have submitted the amendment to the Department of Transport and Planning. The department has requested changes to the amendment prior to exhibition.	MPE	100%		

Theme 3: A trusted, effective, and efficient Council		Budget Initiatives 2022 2023	Final Year Report		% Complete		
<b>Strategic Objective 6: Council possesses in-house and outsourced capability to meet community expectations</b>		<b>Major Initiatives 2022 2023 Budget</b>					
<b>Strategy 6.1 Use and gain knowledge of our community to make good decisions</b>  *Modernise engagement practices to extend reach into community  <b>Strategy 6.2 Building organisational capability through its People</b>  *Progress the Digital Transformation Strategy *Enhance key organisational capabilities through effective workforce planning *Provide Councillors with professional learning and development opportunities that enhance their skills and knowledge of local government *Strive to continuously improve Council's customer service experience		1. Progress the Digital Transformation Strategy - Lower North East Regional Council Collaboration  Project Manager started 28 November. Commence 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. Tender for Planning, Building and Regulatory Services and Information Management issued in July 2023.	GMP		50%		
		<b>Other initiatives 2022 2023 Budget</b>					
		1. Continue to implement the Gender Equality Action Plan	The GEAP is being monitored and we are on target for next reporting in February 2024.	PCA		Ongoing	
		2. Implement the People Plan which outlines the strategies to attract, retain and develop our workforce and respond to changing community expectations	The People Plan was reviewed following the appointment of a new CEO. The new recruitment policy was implemented to streamline recruitment. Proposed strategy day for July for EMT and SLG. Leadership workshop held July 2023 for EMT, SLG and Coordinators. A new on-boarding program was designed and implemented.	PCA		Underway	
		<b>Other Activities</b>					
		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.	Regular reporting on staff performance against CRMS completion which drives accountability. Ongoing training of the customer service team on different departments' roles to ensure initial enquiries can be efficiently handled. Customer Service Charter reviewed and implemented across the organisation	SCCED		Ongoing	
<b>Strategic Objective 7: Financial sustainability and value for money</b>							
<b>Strategy 7.1 Increase Council's financial resilience by utilising opportunities to derive own-source or funding income and optimising costs of delivering services</b>		1. Implementation of the Revenue and Rating Services Review	Revenue and Rating Service Review completed and all major recommendations have been implemented.	GMBP		Complete	
		<b>Other Initiatives 2022 2023 Budget</b>					
*Identify methods of providing greater value for money from Council-delivered services via rolling cycle of service reviews *Grow other revenue through grant applications		1. Continue to grow other revenue through application of relevant grant funding	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. Success this reporting period with Commencement of a VicHealth Local Government Partnership An invitation to participate as a pilot site for Childlink An invitation to be an initial site for a Social Inclusion Action Group \$213,334. Grant for Central Registration and enrolment Scheme feasibility study \$60,000 Grants for Early Years Workforce Planning and Kindergarten Infrastructure and Services Plan KISP (\$82,000) Goughs Bay Water sensitive Town plan feasibility study \$127,500 and funding for a Integrated Water Management Officer \$230,000 Goughs Bay Boat Club Redevelopment \$1.5M IMPACT Route Rd upgrade funding \$10.5 M	CEO		Ongoing	
		2. Undertake a Local Laws review	Scheduled for 2023	SCCS		Initiating	

	<b>Other Activities</b>					
<b>Strategic Objective 8: A consultative Council that represents and empowers its community</b>	<b>Major initiatives 2022 2023 Budget</b>					
<b>Strategy 8.1 Increase community trust in Council to make informed decisions with 'no surprises'</b>  *Provide the community with transparent information about Council plans, strategies, and performance *Provide community opportunities to be involved in key Council decisions	1. Continue to implement the community engagement framework and use of the Engage platform	The community engagement process has continued to be used for projects for the first six months of 2023 and has achieved positive outcomes. In the annual Local Government Community Satisfaction Survey our Consultation and Engagement score increased from 59 to 60, which is 7 points higher than other small rural councils and 8 points higher than state-wide. This is a strong result in a focus area at a time when many Councils and their service areas, including Mansfield Shire, saw a decline over the past 12 months. Examples of strong community engagement over the past six months include surveys on red bin collections frequency (333 contributions), Howqua public boat ramp (131), and Budget Ideas (70).	CC	<b>Ongoing</b>	Yes	Priority 1: Physical Activity and Healthy Eating  State Government Priority: Tackling climate change
<b>Strategy 8.2 Develop capacity and capability to advocate powerfully for the most important interests of the Mansfield community</b>	2. 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. Tender awarded to implement GreenLight in the 2023/24FY.	MPE	<b>Underway</b>		
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, Redevelopment of the Resource Recovery Centre	<b>Other Initiatives 2022 2023 Budget</b>					
	1. Monthly CEO organisational performance reporting	CEO monthly reports are delivered to the community via the monthly Council meetings as a standing agenda item	CEO	<b>Ongoing</b>		
	<b>Other Activities</b>					
	Advocate at all levels of government for Projects, programs and activities that will support , develop and optimise the best interests of the Mansfield community	<b>Lake Eildon Masterplan</b> - Goughs Bay Water Sensitive Town Plan Feasibility Study underway. The Skyline Road part of the Lake Eildon Master plan design has progressed in partnership with Murrindindi Shire and now under design with Tomkinson. <b>Goughs Bay Boat Club</b> - Funding was received and project officer engaged by Goughs Bay Boat Club and delivery commenced. 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 group of visitors to the area. <b>Mansfield Station Precinct</b> Final draft to be presented to Council before final public consultation in September 2023 <b>Mansfield Emergency Services Precinct</b> Seeking funding opportunities, with funding allocated to undertake further design on the precinct. <b>Lakins Road Industrial Precinct</b> Finalising concept plan and service design in preparation for sale of land <b>a Year-around Aquatic Facility in Mansfield</b> Engaging with community group YAFM over feasibility study results. <b>Lords Reserve Community Hub</b> Seeking funding opportunities, with detailed design being undertaken to support these applications. <b>Redevelopment of the Resource Recovery Centre</b> Seeking funding opportunities for upgrade works, with some funding approved for initial works for FOGO and Glass separation. <b>Consultation of the Botanic Park Master Plan</b> Presented to Council in April 2023 and out for public Consultation, plan to be presented to Council in September <b>Outdoor activation Fund</b> shade sails at the Botanic Park which was initiated from community feedback	CEO/EMT	<b>Ongoing</b>	Yes	Priority 1: Physical Activity and Healthy Eating  Priority 4: Socially Connected and Supported Communities