

Council Plan Performance Report 31 March 2022

Theme 1: Connected and Healthy Community

Strategic Objective 1: The health and wellbeing of families and communities is maximised

Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
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	<p>1. Develop, implement, and report on the annual Mansfield Health and Wellbeing Action Plan 2021 - 2024.</p> <p>2. Partner with Mansfield District Hospital and Central Hume Primary Care Partnership to deliver RESPOND program</p>	<p>1. Reporting template had been developed and data will be collected six monthly. Annual reporting is to be completed but is not required to be submitted.</p> <p>2. RESPOND partnership is continuing activities for the past 9 months including Fresh food drive, Soup drive, Summer Series – come and try, Active footpaths</p>	Health and Wellbeing
Promote gender equity and reduction of family violence	<p>1. As a provider of services and programs, support frontline workers contribution to the prevention of family violence.</p> <p>2. Deliver primary prevention and early intervention of family violence initiatives as funded by the Department of Families, Fairness and Housing (DFFH), in response to increase in family violence following the recent bushfires.</p>	<p>1. Provided training and capacity building for staff in identifying and responding to family violence and the provision of clinical supervision to frontline staff.</p> <p>2. Maternal and child health and Integrated family services have completed MARAM training and continue to provide family violence prevention and early identification and referral support to families. DFFH bushfire funding for family violence prevention against women and children project currently underway and due for completion in September 2022</p>	Health and Wellbeing

Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
Reduce the harmful impact of alcohol and other drug use by improving health literacy	<ol style="list-style-type: none"> 1. Advocate for education programs that increase community awareness of the harmful effects of alcohol. 2. Promote participation of the Mansfield Restart program. 3. Continue to be represented on the Restart Steering Committee 	<ol style="list-style-type: none"> 1. Families screened for smoking on entering MCH service and offered Quit referrals and support of the safer Vic programs for all maternity hospitals in Victoria. 2. Promotion of harmful effects of alcohol and drug use through Maternal and child health and Integrated family services 3. Promotion of Restart through all health and wellbeing services and programs 4. Manager Community health and wellbeing supports and attends the RESTART meetings. Mansfield Restart is our innovative community-led and locally delivered program that deals with addiction and substance abuse. 5. Promotion of events through FreeZa that are smoke and alcohol free. 	Health and Wellbeing
Improve community connectedness and respect for diversity	<ol style="list-style-type: none"> 1. Develop and implement Mansfield Access and Inclusion plan 2021-2024. 2. Create opportunities for social connection through infrastructure and community facilities. 3. Connect and support our young people to develop resilience by implementation of the Youth Strategy and Action Plan 2019-2013 	<ol style="list-style-type: none"> 1. Currently developing a project plan to deliver social inclusion and access plan. 2 Programs and activities are delivered in a way to take advantage of opportunities that encourage social connection such as playgroups, new parent groups, senior citizens and Home and community care social support groups. Volunteers, RESPOND program and Youth Engage and FreeZa 3. Activities are being conducted via Youth services to fulfil the Youth Strategy and Action Plan 2019-2023 	Health and Wellbeing

Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
Strategy 1.2 Connect, develop and support children and young people			
Optimise child and family services delivered by Council	Review delivery of services for children and families Develop partnerships for service delivery to children and families. Promote local services and programs which will assist families who may be experiencing stress. Evaluate/implement the recommendations from the Early Years' Service Review	Accreditation of integrated family service completed. Partnerships with Maternal and child health and RESPOND to deliver INFANT Program in August 2022. Promotion plan for Integrated and family services and maternal and child health being developed.	Health and Wellbeing
Maintain and improve playgrounds and recreation spaces	Implement recommendations from Mansfield Open Space Strategy regarding playgrounds & recreation spaces	The Mansfield Open Space Strategy has been on community exhibition. Council officers are in the process of assessing submissions and making necessary adjustments to the Strategy.	Infrastructure and Planning
Strategy 1.3 Contribute to efforts that ensure essential community services exist locally			
Advocate for Mansfield District Hospital's redevelopment and its delivery of health services	Continue to advocate state and federal ministers and local members	Council has advocated for capital funding for Mansfield District Hospital. Hospital has received \$60million.	CEO
Advocate for the redevelopment of Mansfield Autism State-wide Services (MASS)	Support development of Mansfield Autistic State-wide Services (MASS) 'Gamechanger' project to develop and expand with new school, training, recreational, residential, and camp facilities.	Council has advocated via government and ministerial channels. As at January 2022 the \$42m project has secured \$24.36m and awaiting outcome \$9.766m. Further funding of \$12m is required.	CEO
Review community needs and service delivery for aged care services	Complete the Aged Care Services Review and commence implementation of the adopted recommendation.	The aged care service review was completed, and the implementation of the adopted recommendation has commenced and is due for completion 30 June 2022.	Health and Wellbeing

Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
Determine the need and scope for a Mansfield Emergency Services Precinct	To partner with Emergency Services Precinct Committee (ESPC) to undertake a needs analysis. Work with emergency service agencies to determine a future site and service provision scope	Business case and concept plans in progress, to be completed by 30 June 2022.	CEO

Strategic Objective 2: Varied 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.			
Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
Establish appropriate governance structure to support the ongoing development of the Mansfield Performing Arts Centre (MPAC)	Sign a Joint Use Agreement with Mansfield Secondary College and Memorandum of Understanding with Mansfield Musical and Dramatic Society (MMUDS)	Council's Community Development Coordinator sits on the PAC Committee and meets regularly with stakeholders. A MOU has been drafted in partnership with MMUDS. Council has requested Mansfield Secondary College to provide a position for Council to initiate discussions toward a draft JUA.	Economic Development
Coordinate and/or support stage council, community, and commercial events	Four Council key community events (including Australia Day, Lantern Festival, Targa, High Country, Lake Eildon Festival)	Council has been working with community groups and businesses on a wide range of events that impact the health and wellbeing of the community. Assisting with organisation and facilitation of events such as Mansfield Marathon, Tour De Trail., Mother Day Classic fun run, Highline and more. Council's own line up of community-based events aim to engage the community, community groups, arts Mansfield, and local business. Australia Day, Targa, High Country Festival, and the new Christmas Picnic events have all delivered on these areas.	Economic Development

Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
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	<p>1. Continue to seek funding for Lords Reserve Community Hub and undertake design review.</p> <p>2. Work with the Year-round Aquatic Facility for Mansfield (YAFM) community group to support a review or development of a recreational need's analysis and feasibility study for an indoor swimming pool.</p>	<p>In progress. Another funding application was made and was not successful. A design review in consultation with the community will be undertaken.</p> <p>A PCG has been formed with members from YAFM and other key stakeholder groups, including Sport and Recreation Victoria. YAFM are driving a community led solution on Council owned land. YAFM have raised significant funds to contribute and are using these funds to work with Council to conduct a feasibility study.</p>	Operations & Capital Works
Provide event management expertise to support community and commercial events	Deliver event management support to community and commercial events	Council is currently working on streamlining the event process for community and commercial events. Moving to an online system for ease of application and a new event guide and handbook to assist event organisers each step of the way.	Economic Development

Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
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	<p>1. Participate in the reform of Alpine Resorts reform to ensure ongoing regional planning and partnership</p> <p>2. Continue to improve collaboration with key partners to support key tourism assets (Lake Eildon, Mt Buller, Great Victorian Rail Trail)</p>	Council has been highly active in engaging community groups such as Friends of The Great Victorian Rail Trail to enhance a collaborative approach to the asset.	Economic Development
Strengthen and diversify the Visitor economy and experience	Complete a Visitor Service Review	Visitor service review has been completed.	Economic Development
Develop a Tourism Strategy for Mansfield Shire	Develop a tourism strategy for Mansfield Shire	Economic Development services review has been completed.	Economic Development
Realise the Lake Eildon Masterplan together with other delivery partners	To progress key projects in the Lake Eildon Master Plan	<p>Regional Development Vic (RDV) has established a Lead Group of all the key stakeholders (Murrindindi and Mansfield councils, GMW, Parks Vic, Taungurung Land & Water Council and TNE to progress key projects.</p> <p>Significant funding has been secured to complete the detailed design for the Skyline Touring Route.</p>	CEO

Theme 2: Vibrant liveability

Strategic Objective 3: Future focussed: Intelligent land use and infrastructure

Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
Strategy 3.1 Protect natural vistas and farmlands			
Develop planning scheme amendments that protect views and vistas, along with land for commercial farming purposes	<ol style="list-style-type: none"> 1. Review the Significant Landscape Overlay (SLO). 2. Complete the Planning Land Use Strategy - Mansfield 2040. 3. Commence planning scheme amendment for the strategy. 	<ol style="list-style-type: none"> 1. Review of the Significant Landscape Overlay was undertaken as part of the Mansfield Planning Strategy. Recommendations have been made for further work on these overlays. 2. The Mansfield Planning Strategy 2022 was adopted by Council on 17 May 2022. 3. A planning scheme amendment to implement the recommendations of the Strategy will commence in the 2022/2023 Financial year. 	Planning and Environment
Forge and nurture smart partnerships that contribute to greater long-term beauty, significance & sustainability	<ol style="list-style-type: none"> 1. Work together with Goulburn & Ovens Murray Regional Partnerships to advocate for funding of Lake Eildon Masterplan settlement, property, and infrastructure projects. <ul style="list-style-type: none"> - Skyline Road - Goughs Bay sewerage - Planning amendments - Other Lake Eildon development opportunities as they arise 2. Continue to participate in the LEAD governance structure to progress the Lake Eildon Masterplan 	<ol style="list-style-type: none"> 1. Work has progressed on the following projects: <ul style="list-style-type: none"> - Skyline Road has received grant funding in the sum of \$500,000 and a functional design is currently under preparation in collaboration with Murrindindi Shire. - Gough's Bay wastewater management project has been re-submitted for grant funding from DELWP from the Integrated Water Management program Round 2, after receiving feedback on the application made to Round 1. 	Infrastructure & Planning

		- Application submitted to the Enabling Tourism Fund for the Gough's Bay Boat Club redevelopment in collaboration with community funding partners. 2. Meeting held with LEAD group to review and prioritise strategic implementation plan actions.	
Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
Forge and nurture smart partnerships that contribute to greater long-term beauty, significance & sustainability	Execute MOU between Taungurung Land and Waters Council (TLWC) and Mansfield Shire Council	A draft MOU has been developed and Council officers have reviewed the draft. Considering the release of the Victorian Government's 'Victorian Aboriginal and Local Government Strategy', the MoU will be reviewed against this new framework	Economic Development
Forge and nurture smart partnerships that contribute to greater long-term beauty, significance & sustainability	Develop a program of street tree planting in partnership with community groups.	Community feedback is currently being compiled from the CRMS system, in preparation for community consultation.	Field Services
Strategy 3.2 Enhance township character			
Apply planning controls to preserve and protect unique characteristics of Mansfield Shire townships.	Commence planning scheme amendment to implement controls.	Planning scheme amendment C48 was exhibited and recently heard by a planning panel. Recommendations from that report will be presented to Council for consideration in the coming months.	Planning and Environment
Apply planning controls to preserve and protect unique characteristics of Mansfield Shire townships.	Commence Township Streetscape Upgrade - (outlying communities)	Streetscape upgrades have been undertaken in Mansfield (High St West end) and procurement is in progress for the Goughs Bay Streetscape improvements.	Operations and Capital Works
Develop a fair-use system of visitor parking, especially at high-traffic times and places	Traffic Data Collection	Collected traffic count data during peak visitor periods for use in development of a plan.	Operations and Capital Works
Strategy 3.3 Improve roads and drainage			

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	1. Complete Heavy Vehicle Alternative Route construction. 2. Review, update and consult with community over 10 Year Infrastructure Plan (Asset Plan).	1. Heavy Vehicle Alternative Route Stage 1 has commenced and will be substantially complete by EOFY 2021-22 (intersection works and pavement sealing will be completed after the winter season). 2. Asset Plan has been put out to community consultation and is going to June Council meeting for adoption.	Operations and Capital Works
Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
Strategy 3.4 Plan for, and encourage, appropriate housing			
Develop planning scheme amendments that provide conditions for high-quality design and character	Activate the Township Housing Strategy	Planning scheme amendment C48 was exhibited and recently heard by a planning panel. Recommendations from that report will be presented to Council for consideration in the coming months.	Planning and Environment
Ensure that new developments fairly and reasonably contribute to infrastructure improvements to meet the demands of growth.	Adopt Mansfield Open Space Strategy (MOSS), including the development of Development Contributions Plan Overlay for Open Space	The Mansfield Open Space Strategy has been on community exhibition. Council officers are in the process of assessing submissions and making necessary adjustments to the Strategy. A planning scheme amendment to implement the recommendations of this strategy will be undertaken in the 2022/2023 financial year.	Planning and Environment

Strategic Objective 4: Clean and green: Waste & energy sustainability

Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
Strategy 4.1 Minimise and re-use waste			
Engage with the community to transition to separate glass and FOGO (food organics and garden organics)	Undertake community education program Implement Resource Recovery Centre (RRC) Signage	Upgraded Resource Recovery Centre Signage has been purchased and installed at the site.	Operations and Capital Works

recycling in accordance with the <i>Recycling and Waste Reduction Act 2020</i>			
Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
Review and improve waste recovery and recycling services and infrastructure	<p>Collaborate with North East Regional Waste and Resource Recovery Group (NEWRRG) Members to share information, identify synergies and access funding opportunities.</p> <p>Implement Year 1 Waste Strategy Actions:</p> <ul style="list-style-type: none"> - Business Case for Food Organics Garden Organics (FOGO) - Review and audit kerbside collection - Review risks for closed landfills - Complete RRC Master Plan 	<p>Council is in the process of deliberative engagement with the community on how to deliver kerbside FOGO services to the Mansfield community.</p> <p>An audit of Council's kerbside services has been undertaken and will be reported to council in coming months.</p> <p>The immediate risks associated with closed landfills have been identified and work has commenced on addressing these risks appropriately.</p> <p>The RRC Master Plan was adopted by Council in April 2022.</p>	Operations and Capital Works
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	<ol style="list-style-type: none"> 1. Seek endorsement for the Climate Action Plan 2. Assist businesses to access funding for renewable energy installations through existing programs such as the Better Building Finance Program 	<p>A draft climate action plan has been prepared and will be placed on public exhibition in the near future.</p> <p>Upon completion of this exhibition, it will be presented to Council in the 2022/2023 financial year for endorsement.</p>	Planning and Environment
Convert Council owned/managed facilities to solar power	Continue staged installation of solar power on Council Buildings (\$43K in FY22 budget)	Solar systems have been installed on the Council Administration building and the Family & Children's Centre. Use of a Virtual Energy Network has been established, allowing	Operations and Capital Works

		Council sites to share surplus power generated.	
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Strategic Objective 5: Prosperous: Industries, businesses, and workforces of the future

Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
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	<ol style="list-style-type: none"> 1. Advocate to Federal Government for high-speed internet capability throughout the Shire + community solution 2. Undertake a post-secondary education development study which investigates current gaps in education provision and opportunities to provide education locally. 	Last year Council worked with the Mansfield Courier to advocate for high-speed internet capability through the media. Also, Council partnered with Regional Councils Victoria to support a campaign for better connectivity in the regions and supported the State Government's Connecting Victoria campaign by submitting a Council response to the State Government and by advocating for the community to participate in a survey.	Economic Development
Support Station Precinct commercial and community activation in line with the Masterplan	<p>Progress implementation of Station Precinct Masterplan priority projects:</p> <ol style="list-style-type: none"> 1. Complete EOI process for commercial activation. 2. Obtain grant funding for delivery of the Heritage facility 3. Complete planning scheme amendment to allow commercial activation 4. In partnership with TLaWC, advocate for funding for the Gathering Place 	<ol style="list-style-type: none"> 1. Funding application made for completion of an EOI and commercialisation process. 2. Grant funding from the Local Roads & Community Infrastructure (LRCI) program approved for allocation to the Heritage facility, and funding from community partners was also achieved. 3. The planning scheme amendment C44 to implement the Station Precinct Master Plan into the Planning Scheme has been approved by the Minister for Planning and 	Economic Development and Infrastructure & Planning

		<p>will be part of the scheme once published in the Government Gazette.</p> <p>4. Advocacy for Gathering Place was successful, and funding obtained by GLAN and MCHAC for construction from Dept of Premier and Cabinet. Construction substantially completed.</p>	
Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
Strategy 5.2 Enable land use and base infrastructure that stimulates commercial activity			
Appropriately allocate land for commercial purposes	Progress the planning scheme amendment to enable commercial land allocation	<p>Planning Scheme Amendment C51 was exhibited, with Part 1 adopted and with the Minister for Planning for approval. Part 2 has had a panel hearing and Council officers are waiting on the panel report with recommendations on the submissions. Upon receipt of this report, the amendment will put to Council for adoption.</p>	Planning and Environment
Develop Lakins Road Precinct	Construct the Heavy Vehicle Alternate Route (HVAR) by June 2022	<p>Construction of the Heavy Vehicle Alternate Route (HVAR) is on track for substantial completion of Stage 1 in June 2022. Stage 2 has been included in the 2022/23 Proposed Budget.</p>	Operations and Capital Works
Implement the Lake Eildon Masterplan and Sewage recommendations	Feasibility of the Goughs Bay sewage treatment (work with GVW to update options assessment)	<p>Council has advocated for the feasibility study to be completed by GVW and an application has been made to DELWP from the IWM program.</p>	Operations and Capital Works

Theme 3: A trusted, effective, and efficient Council

Strategic Objective 6: Council possesses in-house and outsourced capability to meet community expectations

Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
Strategy 6.1 Use and gain knowledge of our community to make good decisions			
Modernise engagement practices to extend reach into community	Develop and implement the community engagement framework	In progress. The framework is almost complete and has been piloted internally for use on community engagements.	Communications
Strategy 6.2 Building Organisational Capability through its People			
Progress the Digital Transformation Strategy	Progress the Lower North East Rural Councils Collaboration (LNERCC) Project.	Progressing. Regional Councils Transformation Program Round 2 Funding application submitted in December 2021. Joint application submitted with partners Benalla, Murrindindi, and Strathbogie Shires.	Business and Performance
Enhance key organisational capabilities through effective workforce planning	<ol style="list-style-type: none"> 1. Develop Workforce Plan 2. Employ a Strategic Planner 	Workforce plan was developed and finalised in December 2021 after employing a strategic planner.	People and Culture
Provide Councillors, management and staff with professional learning and development	Deliver learning and development opportunities for Councillors and Staff	We developed a People Plan for staff which was launched in April 2022 and the first module to be delivered in July/August 2022 with Values and Behaviours.	People and Culture

opportunities that enhance their skills and knowledge of local government		MOOC (e-learning platform) was launched in March 2022 and the first e-module was launched in April on Code of Conduct. The bullying module to be launched in June 2022 with face-to-face training in later in 2022 for staff and councillors.	
Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
Strive to continuously improve Council's customer service experience	Develop a new Customer Service Charter and upgrade the Mansfield Shire Council website	Implemented a new Customer Service Charter	Economic Development

Strategic Objective 7: Financial sustainability and value for money

Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
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 rolling cycle of service reviews	Implement a program of service reviews each year	Rates & Property Service Review completed. Recommendations to be reviewed and implemented.	Business and Performance
Grow other revenue through grant applications	Review the grant funding framework Sign up to Profile ID service - to assist with demographic data	Review grant funding framework to discern priority funding opportunities. Signed up to Profile ID subdivided into two programs: 1.Economic information 2.Community information	CEO

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	Implement the Engagement Framework	<i>Community Vision adopted</i> <i>Council Plan 2021-2025 adopted</i> <i>Mansfield Shire Council Health and Wellbeing Plan adopted</i>	EMT
Initiative	Annual Actions 2021/22	Progress to 31 March 2022	Lead
Strategy 8.2 Develop capacity and capability to advocate powerfully for the most important interests of the Mansfield community			
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	Develop and gain community confirmation for key advocacy priorities for 2021 - 2025	Have progressed each of the key advocacy projects within the initiative either through community consultation, applying for grant funding or progressing the projects.	CEO