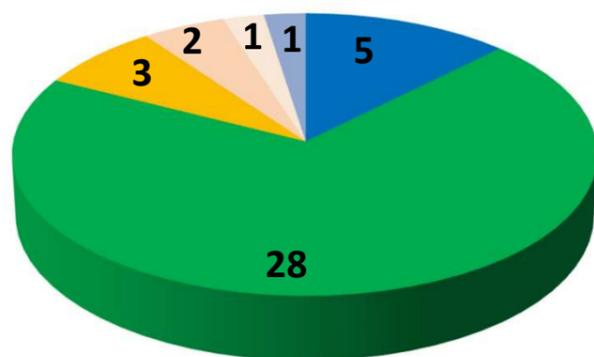


2019-2020 ANNUAL ACTION PLAN: END OF QUARTER 3 - PRIORITY ACTIONS STATUS REPORT

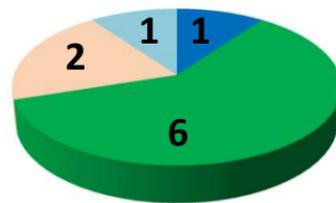
STRATEGIC OBJECTIVE	COMPLETE	ON TRACK	NEEDS ATTENTION	YET TO COMMENCE	BAU - ONGOING	RE-SCOPED	POSTPONED	TOTAL NO. OF ACTIONS
ENGAGED, CONNECTED COMMUNITIES A place where communities and ideas thrive, underpinned by trust, confidence and continuous learning.	1	6	0	0	2	1	0	10
ACTIVE AND CREATIVE PEOPLE Active lifestyles and artistic expression are fostered through participation and innovation.	0	8	2	0	0	0	0	10
SAFE AND HEALTHY ENVIRONMENTS Healthy and safe communities enjoy living in our iconic Green Wedge environment.	1	5	1	0	0	0	0	7
A PROSPEROUS ECONOMY A strong local economy that supports business growth, jobs and community wealth.	2	7	0	0	0	0	1	10
RESPONSIBLE LEADERSHIP Collaborative and consultative leadership that builds trust and makes the best use of available resources to the benefit of all in the pursuit of excellence.	1	2	0	0	0	0	0	3
OVERALL	5	28	3	0	2	1	1	40

QTR 3 2019-2020 PRIORITY ACTION STATUS - by Strategic Objective

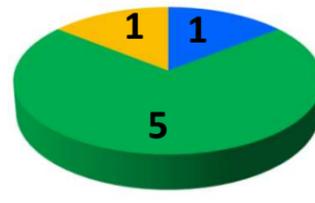


- COMPLETE
- ON TRACK
- NEEDS ATTENTION
- YET TO COMMENCE
- BAU - ONGOING
- RE-SCOPED
- POSTPONED

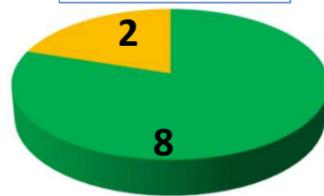
Engaged, Connected Communities



Safe and Healthy Environments



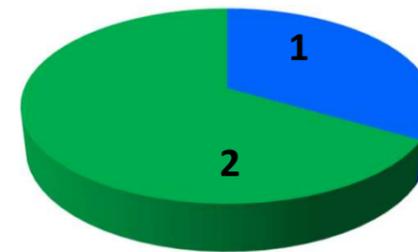
Active and Creative People



A Prosperous Economy



Responsible Leadership



No.	Action	Responsibility	Benefit of the action/ what is the added value?	Qtr 3 Progress	Status
	What is the agreed action for 2019/2020	Position	Benefit/Outcome	Commentary	Status
ENGAGED, CONNECTED COMMUNITIES					
1	Undertake preliminary work to support the creation of a Shire Plan in line with expected changes to the Local Government Act	Strategy and Policy Advisor	Improve community trust through better communications and genuine engagement.	<p>Council endorsed the Shire Plan 2050 Research Paper at the December 2019 Ordinary Council Meeting. In preparation for the development of the subsequent Background Paper, two workshops were developed and delivered by Futurist Steve Sammartino in February 2020. Attended by Councillors and officers, the workshops provided an opportunity to discuss and engage with future scenarios along with gathering valuable information and feedback from subject matter experts.</p> <p>In March 2020, a proposed structure for the Background Paper was accepted by Councillors. Utilising a revised timeframe of 2040, the Background Paper will discuss a range of themes identified through the research and workshop processes. The Discussion Paper will be reported to Council in May or June 2020.</p> <p>All of this preliminary work will feed into a community engagement process undertaken in the next Council term which will inform a Community Vision for the Shire, as mandated by the new Local Government Act 2020. It is anticipated that the development a Community Vision/Shire Plan 2040 will occur in the first half of 2021.</p>	ON TRACK
2	Implement year 2 actions of the Customer First Strategy	Customer Experience Lead	Improve community trust through better communications and genuine engagement.	<p>Implementation and delivery of the Customer First Strategy continues. An annual update of the strategy was presented and noted at the March 2020 Ordinary Council Meeting.</p> <p>An updated Customer Complaints Policy was formally adopted at the March Future Nillumbik Committee Meeting. Having been piloted by five work teams, the process, system and reporting framework to support this policy will be embedded across the balance of the organisation throughout the remainder of 2020.</p> <p>An internal (staff) benchmarking survey regarding the strategy was completed in February to gain an insight into our staff customer focus. Importantly, there were significant uplifts in most areas when compared with the previous corresponding survey 18 months earlier. Customer First Training has been operationalised, with one group postponed to later in 2020 due to COVID-19 social distancing requirements. Our Customer Experience Survey was conducted in March with the results to be analysed and distributed in May.</p>	BAU - ONGOING
3	Develop an integrated communications and marketing plan and implement a program of actions in support of the plan	Head of Communications & Marketing	Improve community trust through better communications and genuine engagement.	<p>A Communications and Marketing brief has been developed and implemented. A review of the brief has seen the process streamlined to include community engagement. The briefing process has ensured better ongoing collaboration with business units ensuring projects are delivered in a targeted and meaningful way.</p> <p>A framework for analysis of campaigns has been developed and has proven to be successful in providing data for future project campaigns.</p>	COMPLETE
4	Develop a Lifelong Learning Action Plan	Living & Learning Nillumbik Coordinator	Build on our commitment to lifelong learning for the community	<p>Engagement with participants is ongoing during the COVID-19 situation preventing attendance at facilities. A survey questionnaire has been sent to accredited course students to ascertain their plan expectations.</p> <p>A successful planning day was held in February with the Advisory Team and key Living & Learning Nillumbik team members. A follow-up session has been postponed till further notice.</p>	ON TRACK
5	Develop the Community Infrastructure Policy and associated guidelines that will support the preparation of a community infrastructure plan for the Shire	Senior Project Manager	Ensure that the provision of community infrastructure responds to community needs.	Council engaged Ethos Urban to prepare a Community Infrastructure Needs Analysis. The report has been circulated to relevant managers for discussion. The policy will continue to be drafted based on the report's findings.	ON TRACK
6	Develop and implement a system which identifies booking availability and capacity of councils sporting pavilions and halls network for community use	Manager Property Facilities and Maintenance	Ensure that the provision of community infrastructure responds to community needs.	<p>Scope has been agreed as a first phase, to produce a digital plan of all community facilities and to provide an external facing facility availability system on Council's website.</p> <p>Investigation of appropriate software/systems has commenced.</p>	ON TRACK
7	Work with and support the Nillumbik Women's Network to raise the network's profile	Early Years Programs Coordinator	Strengthen the focus on social inclusion, building social capital and connection within communities.	The Nillumbik Women's Network was contacted and invited to add information about the network in the 200 gift bags for the attendees to the International Women's Day dinner. No response was received from the Network.	BAU - ONGOING
8	Develop a reconciliation plan for council adoption	Manager Community Partnerships	Strengthen the focus on social inclusion, building social capital and connection within communities.	A \$20,000 budget has been allocated to engage a consultant to undertake an organisational cultural awareness capacity building project. The project will be lead by Indigenous Employment Partners and will launch a cultural self reflection survey in Reconciliation Week in May. The training will likely be rolled out in Quarter 4, 2019-2020, depending on COVID-19 social distancing restrictions.	RE-SCOPED

No.	Action	Responsibility	Benefit of the action/ what is the added value?	Qtr 3 Progress	Status
	What is the agreed action for 2019/2020	Position	Benefit/Outcome	Commentary	Status
9	Implement the preferred option for the management and operation of Edendale Community Environment Farm	Manager Recreation and Leisure	Ensure that community services, programs and facilities are inclusive and respond to current and emerging needs	Following a community survey conducted over the summer holiday period, a review of operations has been undertaken and a report will be presented to Councillors in Quarter 4, 2019-2020.	ON TRACK
10	Implement the adopted Living and Learning strategic service plan with a focus on optimising a network of partnerships	Living & Learning Nillumbik Coordinator	Ensure that community services, programs and facilities are inclusive and respond to current and emerging needs	A review of all current partnerships is underway and has been addressed in the planning session between the Living & Learning Nillumbik Advisory Committee and key team members.	ON TRACK
ACTIVE AND CREATIVE PEOPLE					
11	Audit the Recreation Strategy and present back to Council	Manager Recreation and Leisure	Provide a range of infrastructure that encourages people of all ages to participate in a variety of active and passive opportunities.	Internal consultation on the strategy has been undertaken. This action will be delivered in Quarter 4, 2019-2020.	ON TRACK
12	Prepare an issues and options paper to consider opportunities to activate public open spaces along the Yarra River	Manager Recreation and Leisure	Provide a range of infrastructure that encourages people of all ages to participate in a variety of active and passive opportunities. Create and activate places and spaces that have good connectivity, provide needed infrastructure and promote social interaction. Improve the appearance of public spaces.	This action will be presented to Councillors in Quarter 4, 2019-2020.	ON TRACK
13 a	Progress the missing link of the Diamond Creek Trail	Manager Capital Works	Provide a range of infrastructure that encourages people of all ages to participate in a variety of active and passive opportunities.	Construction works are in progress. Draft documents related to the Incorporated Document into the Nillumbik Planning Scheme have been prepared and are currently being peer reviewed to enable completion. Once completed, the documents will be endorsed.	ON TRACK
13 b	Continue to advocate and lobby funding for the broader trails network	Manager Recreation and Leisure	Provide a range of infrastructure that encourages people of all ages to participate in a variety of active and passive opportunities.	Key opportunities and work to be undertaken for the next 12 months, including audit trails, missing links, the Aqueduct and funding streams, has been undertaken and incorporated into the draft 2020-2021 budget. A briefing on this action has been delayed until Quarter 4, 2019-2020.	ON TRACK
14	Investigate potential future uses for the former landfill site in Plenty , including serious investigation into solar energy generation	Director Operations and Infrastructure	Provide a range of infrastructure that encourages people of all ages to participate in a variety of active and passive opportunities.	The solar farm advisory and consulting service was appointed to the project under Contract Number 1920-47. The design, construction, ownership and operation of the Plenty Solar Farm under the contract is scheduled to be tendered through a publically advertised tender process and the results reported to Council for awarding the Contract to the selected contractor by mid-2020.	ON TRACK
15	Continue to deliver key community infrastructure projects in accordance with the adopted works program and budget	Manager Capital Works	Provide a range of infrastructure that encourages people of all ages to participate in a variety of active and passive opportunities.	The 2019-2020 Capital Works Program shows 81% of programs and projects being completed and/or in progress, with 19% yet to be initiated.	ON TRACK
16	Continue to implement the adopted Arts and Culture Plan , including the Artist in Residence Program	Coordinator Arts and Cultural Development	Create and activate places and spaces that have good connectivity, provide needed infrastructure and promote social interaction.	The plan continues to be implemented. Entries for the Nillumbik Prize for Contemporary Writing have been shortlisted. A panel of four judges will announce the successful winners in June 2020. This was intended to be at an event, but due to COVID-19 will need to be reconsidered. The Eltham Library Community Gallery program recently delivered a successful exhibition by Stable Artists. This program is now closed until further notice due to COVID-19. Meanwhile, major exhibition planning is underway for the September show at Montsalvat. Laughing Waters is on hold due to discussions around access and permits. Heritage guide development is underway.	ON TRACK
17	Develop an event attraction plan (in conjunction with a new funding program) for Council adoption, and commence implementation	Coordinator Events	Create and activate places and spaces that have good connectivity, provide needed infrastructure and promote social interaction.	Part 1 (Set up formalised approval process) and Part 2 (Conduct audit on potential event sites) of the Event Attraction Plan have commenced with the implementation of the plan scheduled for 2020-2021. Implementation of the plan aims to create and activate places and spaces that have good connectivity, provide needed infrastructure and promote social interaction. Council endorsed that long-standing existing events receive a 3-year funding agreement from 2020 to 2023. An application process will still need to be undertaken and was due to open in March. However, due to COVID-19 restrictions, this is currently on hold. Due to COVID-19 funding closed as no events are able to run within current restrictions.	MINOR ISSUES

No.	Action	Responsibility	Benefit of the action/ what is the added value?	Qtr 3 Progress	Status
	What is the agreed action for 2019/2020	Position	Benefit/Outcome	Commentary	Status
18	Commence development of the business and master plan for the development of a public art gallery , and explore funding options .	Coordinator Arts and Cultural Development	Create and activate places and spaces that have good connectivity, provide needed infrastructure and promote social interaction.	This project is on hold pending the direction from the State Government regarding the acquisition of the 895 Main Road Eltham land. At the October 2019 Ordinary Council Meeting, Council resolved to: - Continue investigation into a Regional/Municipal Gallery at 895 Main Road Eltham, as well as another Council owned site - Explore a public private partnership model (not specific to any particular site) - Defer a decision until the State Government has made a decision in relation to the location of the Community Hospital at 895 Main Road Eltham.	MINOR ISSUES
19	Undertake an audit of performing arts venues in the shire, and develop a plan	Coordinator Arts and Cultural Development	Create and activate places and spaces that have good connectivity, provide needed infrastructure and promote social interaction.	Performing arts planning is currently under development. A briefing on this work will be presented to Councillors in June 2020.	ON TRACK
20	Undertake a review of the Eltham Lower Park Masterplan	Manager Recreation and Leisure	Create and activate places and spaces that have good connectivity, provide needed infrastructure and promote social interaction.	A review of the park's operations has been undertaken. A consultant is currently undertaking a feasibility study and a report will be delivered to Councillors in Quarter 4, 2019-2020.	ON TRACK
SAFE AND HEALTHY ENVIRONMENTS					
21	Present the Green Wedge Management Plan for Council adoption, and implement a program of actions in support of the adopted plan.	Strategic Planning Lead	Prepare and develop an improved and holistic approach to strategic planning.	The Green Wedge Management Plan was adopted at the October 2019 Ordinary Council Meeting. Implementation is programmed in the 2020-2021 budget, however planning to implement actions is already underway.	COMPLETE
22	Develop a shire-wide Housing Strategy for Council adoption	Strategic Planning Lead	Prepare and develop an improved and holistic approach to strategic planning.	The Housing Strategy Discussion Paper was out for public exhibition until 30 March 2020. Consultants have been engaged to prepare the Draft Housing Strategy, which is programmed for adoption at the August 2020 Ordinary Council Meeting. The paper reviews the Shire's existing housing strategy and the planning scheme measures to implement the strategy. The paper also reviews the Shire's housing stock and population inclusive of forecasted population increases and their impact to housing within the Shire.	MINOR ISSUES
23	Complete the Bushfire and Emergency Management Strategy for council adoption and commence implementing a program of actions in support of the strategy	Executive Manager Governance and Legal Services	Meet Council's responsibilities and community expectations for emergency management.	A briefing was provided to Councillors on 22 February 2020 outlining the status and achievement of high priority actions identified in the Municipal Fire Management Plan. Officers have successfully developed and completed a Communications Plan that was inclusive and focused on educating the community on bushfire preparedness. Officers have implemented a Fire Hazard Inspection and Enforcement Program to strengthen and streamline processes. Improved IT technology solutions were put in place to ensure evidence based processes and Council's Bushfire Mitigation Works Program was reviewed, assessed and delivered within timeframes.	ON TRACK
24	Continue to implement the adopted Health and Wellbeing Plan and deliver initiatives in partnership with the community	Manager Community Partnerships	Develop policies, strategies, projects and partnerships to enhance the health and wellbeing of the community.	The first advisory meeting has been delayed due to COVID-19, and rescheduled for an online platform. A roadmap for development of the next iteration of the Health and Wellbeing Plan was completed and will be presented to the Executive Management Team for endorsement shortly.	ON TRACK
25	Implement key actions, including building efficiencies, of the Climate Change Action Plan	Manager Environment	Review and communicate Council's climate change strategies to the community.	The Eltham Leisure Centre rooftop solar project, including limited battery back up and electric vehicle charging stations, has been scoped. The solar farm at the former Plenty landfill project is continuing with a consultant appointed to develop and inform the procurement process. The Diamond Valley Sports and Fitness Centre rooftop solar has been scoped as part of the Growing Suburbs grant funded project.	ON TRACK
26	Review of Integrated Water Management Plan aligned with Melbourne Water and DELWP strategies for water and waterway management	Manager Environment	Work with the local community to review and implement environmental policies to protect biodiversity and conserve natural resources.	The Yarra Catchment Integrated Water Management Plan is a collaborative state and local government process and will provide the basis for decision making on local action. The Yarra Catchment Integrated Water Management Plan is in progress with Nillumbik providing information on targets and our capacity to provide data in order to have robust measures that support targets.	ON TRACK
27	Review the kerbside waste and hard waste collection programs	Manager Environment	Provide waste management services that meet the needs of our community	The customer request system for kerbside waste collection has been reviewed and updated to enable new service types and the integration with the new contractor's system is in test phase. This is on track to go live on 1 July 2020. Metropolitan Waste and Resource Recovery Group (MWRRG) led collaborative recycling and landfill procurement has been delayed pending the release of the Victorian Government's Recycling Victoria policy in March 2020. A further delay has been sought by industry as they respond to the business impact of COVID-19.	ON TRACK

No.	Action	Responsibility	Benefit of the action/ what is the added value?	Qtr 3 Progress	Status
	What is the agreed action for 2019/2020	Position	Benefit/Outcome	Commentary	Status
A PROSPEROUS ECONOMY					
28	Implement a program of actions to support the adopted Economic Development Strategy	Economic Development and Tourism Coordinator	Encourage investment and development within the Shire to increase economic development and local employment, and broaden the rate base while at the same time preserving the Green Wedge.	Public consultation on the strategy is complete. A briefing to summarise the submissions received from the consultation process will be presented to Council in early May 2020.	ON TRACK
29	Implement the actions of the Planning Service Plan , including service performance targets	Manager Planning	Encourage investment and development within the Shire to increase economic development and local employment, and broaden the rate base while at the same time preserving the Green Wedge.	Implementation of the service plan is progressing well. Timeframes for some actions have been adjusted to meet the needs of the organisation. Other actions have been fast-tracked. The new planning concierge service and the online pre-application service went live in the second week of April 2020. Many improvements have been made to the website, and online planning lodgements went live in the second week of April 2020.	ON TRACK
30	Implement a program of actions to support the adopted Equine Industry and Activity Plan	Economic Development and Tourism Coordinator	Encourage investment and development within the Shire to increase economic development and local employment, and broaden the rate base while at the same time preserving the Green Wedge.	The Equine in Nillumbik paper has been finalised and a briefing with Councillors is scheduled for April. Currently working with the Recreation and Leisure and Environment teams to promote relevant workshops and support.	ON TRACK
31	Develop a Smart Cities Plan and commence implementation of a Smart Cities network	Senior Project Manager	Encourage investment and development within the Shire to increase economic development and local employment, and broaden the rate base while at the same time preserving the Green Wedge.	Works to install sensors across the Shire are 95% complete under Contract No. 2019-55 with Minnovation. Training and handover to staff will be organised.	ON TRACK
32	Review the Destination Management Plan	Economic Development and Tourism Coordinator	Develop and market the tourism industry in Nillumbik.	Refer to Action 28 above - this is encompassed in the draft Economic Development Strategy.	ON TRACK
33	Draft Eltham and Diamond Creek Structure Plans for Council adoption	Strategic Planning Lead	Review existing precinct structure plans within activity centres to encourage investment and development.	The Diamond Creek and Eltham Major Activity Structure Plans are currently on public exhibition until 29 April 2020. Community submissions will be presented at July 2020 Future Nillumbik Committee Meeting, and the final structure plan is scheduled to be presented to Council for adoption at the July 2020 Ordinary Council Meeting.	ON TRACK
34	Summarise the known opportunities for the future use and development of precincts 3 and 4 in the Eltham Activity Centre	Senior Project Manager	Develop a visionary plan for precincts 3 and 4 in the Eltham Activity Centre, including the former Shire Office site and transport modal interchange.	Regional Art Gallery Idea: The Main Road Eltham site was identified as a potential site for this idea. Refer to the Ordinary Meeting of Council Minutes of 25 June 2019 (Item No. OCM.087/19). Also refer to Action 18 above. Eltham Area Community Hospital Idea: The Main Road Eltham site was identified as a potential site for this idea and relevant site information was provided to the State Government Victorian Health and Human Services Building Authority. On 11 February 2020, the Authority wrote to Council seeking further detail and information about the land area including: (a) detail and status of heritage citation, (b) previous plans for redevelopment of the site, (c) further information on the existing Council services (903 Main Road), (d) details and status of Federal/State Government commitment for 200-300 extra carparks (including contact details) in relation to car parking and train stabling in the Station Precinct, (e) information on the Eltham Tennis Club (including any plans for relocation) at Andrew Park, Eltham, (f) plans for relocation of Council office (and rationale); (g) additional information on the other existing uses at the Main Road Eltham site.	COMPLETE
35	Develop a streetscape improvement plan for the Yarrambat township	Manager Infrastructure	Identify new economic development opportunities and improve amenity for our villages in conjunction with key stakeholders including residents.	The concept plan was presented to Council at a briefing in October 2019. Council formally noted at the October 2019 Ordinary Council Meeting that officers are continuing to progress the initial stages of street beautification works for Yarrambat, either through the forward Capital Works planning process or as part of the Major Road Project Victoria's (MRPV) Yan Yean Road duplication. This project is not budgeted for, so no further action will be undertaken.	COMPLETE
36	Review the Hurstbridge and Wattle Glen township strategies in light of future improvements to the Hurstbridge rail corridor and associated land	Strategic Planning Lead	Identify new economic development opportunities and improve amenity for our villages in conjunction with key stakeholders including residents.	As discussed at a Councillor briefing on 22 February 2020, this action has been postponed. The Wattle Glen project has been allocated funding in the 2020-2021 budget, however the Hurstbridge project has been postponed indefinitely.	POSTPONED
37	Develop a process for streetscape identification and prioritisation in capital works planning	Manager Capital Works	Identify new economic development opportunities and improve amenity for our villages in conjunction with key stakeholders including residents.	A Capital Works Business Case template is being designed, which includes both safety and amenity considerations. This template will be used in the following financial years for projects to be bid on.	ON TRACK

No.	Action	Responsibility	Benefit of the action/ what is the added value?	Qtr 3 Progress	Status
	What is the agreed action for 2019/2020	Position	Benefit/Outcome	Commentary	Status
RESPONSIBLE LEADERSHIP					
38	Continue to advocate to other levels of government on important policy issues that affect the Nillumbik community	Head of Communications and Marketing	<p>Advocate for Nillumbik's best interests at a state and national level.</p> <p>Advocate for improved public transport, traffic management and reduced road congestion.</p>	<p>A revised State and Federal Government advocacy document was presented and adopted at the February 2020 Future Nillumbik Committee Meeting.</p> <p>A review of Council's advocacy priorities reconfirms Council's advocacy position and covers a range of infrastructure, service improvements and funding requirements to deliver better outcomes to our community.</p>	COMPLETE
39	Commence implementation of a new asset management system rollout to support improved service delivery	Manager Information Technology	Plan for the community's future service and infrastructure needs.	<p>The procurement process for the Asset Management System has commenced.</p> <p>Internal workshops with relevant stakeholders are being conducted to capture system requirements and inform the tender specifications.</p> <p>The target is to release a system specification to market in mid-2020.</p>	ON TRACK
40	Commence implementation of high priority actions from the Digital Transformation Plan	Manager Information Technology	Ensure seamless service delivery and an open and responsive approach to our customers	<p>Council has embarked on a digital business transformation program with the focus of improving and modernising the platforms through which services are delivered and information is held. Investment in IT systems is required for Council to meet community needs into the future. Five projects listed as priority actions have successfully received access to funds via resolution at the November 2019 Ordinary Council Meeting which has enabled commencement of these projects. Highlights from the business transformation program for the quarter include:</p> <p>GIS replacement - A successful trial of the solution has been completed with a number of work teams. User acceptance testing is now being expanded across the organisation with the aim of capturing specific requirements of the respective functional areas.</p> <p>Planning Online - The Go Live date of April 2020 was achieved whereby external planning applicants can lodge their applications digitally. Thorough testing was conducted with both internal and external stakeholders with the solution being developed using the current ePathway system.</p> <p>Electronic Document Records Management System (EDRMS) - The EDRMS is on track with the new system scheduled to go live in December 2020. The entire organisation is being engaged in developing the system architecture of the EDRMS.</p> <p>Intranet - Scoping work for the upgrade of the intranet is commencing at the end of April. The project is a critical component of the EDRMS project and is scheduled to be completed in December.</p> <p>Website - Internal planning has commenced for the upgrade of the external website. A primary focus is capturing key requirements/high volume tasks to facilitate ease of use for the community. In the meantime, small incremental improvements continue to be made to the current website.</p>	ON TRACK