

2024 2025 Council Plan Actions Dashboard - Annual Report

Theme 1: Connected and Healthy Community	Budget Initiatives 2024 2025	Responsible Manager	4th Quarter	% Complete
Strategic Objective 1: The health and wellbeing of families and communities is maximised	Major initiatives			
<p>Strategy 1.1 Embed health and wellbeing enablers and protections to reduce risks to our communities.</p> <ul style="list-style-type: none"> *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>Strategy 1.2 Connect, develop and support children and young people</p> <ul style="list-style-type: none"> *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 (MESP) 	<p>1. Expanded Volunteer Program – increased officer time to provide support for expansion of Council’s volunteer program and attract, induct and on-board new volunteers. Initiative includes officer time (0.6FTE total), additional volunteer training and materials, and continued L2P program.</p>	EMCHW/VPO	<p>Volunteer Officer has been employed and commenced with Council. Volunteer opportunities and recruitment processes were developed and community engagement implemented. Induction process including Volunteer Handbook is currently being reviewed. Volunteer Software has been selected and module being updated.</p>	100%
	<p>2. Early Years Advocacy - plan and advocate for appropriate and adequate Early Childhood Education and Care licensed places for local families. Early Years initiatives include completion of grant funded Workforce Plan and working with local providers to advocate for the infrastructure needed to expand Early Years capacity in response to Mansfield’s extraordinary growth.</p>	EMCHW/HQO and EYPO	<p>Early Years Workforce Plan has been submitted and implementation of recommendations is in progress. MACE have been successful in receiving a planning and design grant and are working with Council to prepare planning options for expansion of places at the Mansfield Family and Children’s Centre. A Building Blocks Minor Infrastructure Grant for the amenities block at the Mechanics Institute was submitted but unfortunately was unsuccessful. A new privately owned centre is under construction and due to open in October 2025 with an additional 100 approved places.</p>	90%
	<p>3. Community Health and Wellbeing team structure and resourcing to provide increased capacity and support for collaboration with local community groups and networks, including community reference groups. Bringing together community development, social inclusion and community health and wellbeing functions in one team will better support and empower local communities through community-driven initiatives and projects.</p>	EMCHW/CCS	<p>Recruitment has been completed and we have a full team. Business planning has been completed for 2024-25 and the team have been interacting with many local community groups as part of the Outlying Communities Infrastructure Fund engagement and other projects and programs including planning for the Seniors Festival. The Community Newsletter has been updated and feedback is very positive</p>	100%
	<p>4. Work with the newly formed Social Inclusion Action Group to support community-driven local mental health and wellbeing initiatives that address isolation and loneliness in the community through the Department of Health funded program.</p>	EMCHW/CCS	<p>Initiative Funding rounds one and two have been completed with 13 initiatives successful in receiving funding at a Celebration event for the groups involved. Service agreements have been prepared and been sent out to recipients. Mid year milestone reports are being submitted. A next round of initiatives is underway with applications closing at end of July.</p>	100%
	<p>5. Advocate for improved and equitable health services for Mansfield Shire, working with the Mansfield Health and Wellbeing network and Mansfield District Hospital (MDH). Collaborate with Hume Regional local government network to progress Health Summit initiatives and advocacy for improved local service provision for our growing community, including ongoing funding for the MDH RESTART Program.</p>	EMCHW	<p>Regular meetings with Mansfield District Hospital have been introduced with Council and MDH Executive staff and MDH Support@Home Coordinator. EMCHW has been working with the RESTART committee to support their program and expansion. Council advocated to Helen Haines MP for improved local aged care assessment services. The final tender was announced with APM and Aspire the successful organisations. They are currently recruiting locally but as yet there are no face to face assessments being conducted in Mansfield Shire due to delay of new My Aged Care changes. Advocacy for specialist service provision, workforce recruitment, retention and funding. MDH and the Community Health and Wellbeing team have partnered to deliver a Health, Community and Volunteers Expo in May 2025 which was very successful.</p>	90%
	<p>6. Complete the Mansfield Access and Inclusion Plan, incorporating actions identified from engagement with community members in 2023-24 to improve access including infrastructure initiatives such as increased disability carparking spaces. Support the Community Bus program including access to key community events and Seniors Week festivities.</p>	EMCHW/CCS	<p>Access and Inclusion plan - Two grant submissions were made to the Strong and Resilient Communities Fund and through DSS Inclusion and Accessibility Fund: Australia Disability Strategy (ADS) but were both unsuccessful. The community bus program consulted existing and potential community bus users on what opportunities there are to increase numbers using the service. Promotion of the service is underway with a broader community engagement process. Seniors Festival Month was held in October 2024 with a wide range of events on offer as well as planning is underway for 2025.</p>	100%

	7. Partner with Mansfield Emergency Services Precinct Committee to advocate for the next stage in developing the Precinct, based on the detailed design plans and stakeholder engagement completed in 2023-24.	EMCHW	The Disaster Ready Fund Round Two grant funding submission was unsuccessful - feedback was sought from the funding body in preparation for future grant funding applications. The Technical Advisory Group and MESP Committee Chair were notified of outcome. Council finalised a leave and site plans with the SES and progressed conceptual designs and site plans for upgraded facilities in collaboration with the SES and other project partners. A third round Disaster Relief Fund application has been withdrawn and instead Council submitted a Regional Precincts and Partnerships Program application for the whole precinct including SES, AV and the Emergency Resilience Centre.	100%
Other initiatives				
	1. Continue the Community Connections Officer role to support and provide advocacy for the aged community to access the services they require particularly during the Australian Government's transition to a Single Assessment Model for home and community care services – to be completed in December 2024.	EMCHW/CCO	Community Connections Officer role has been reviewed and an officer appointed. In addition, the provision of Tech Support continued at the Library until 30 June 2025 and is currently being renewed. The Community Connections Officer is working closely with Community groups and the Volunteer Officer. The organisations covering assessment services in Mansfield, being Aspire and APM, are currently recruiting a local assessment officer.	100%
	2. Deliver activities and programs for healthy active living through RESPOND partnership between Mansfield District Hospital, Deakin University and Mansfield Shire Council. Investigate opportunity for new Community Garden in collaboration with community partners.	EMCHW/HQO	The partnership between MDH RESPOND and Council is continuing however the research project will be ending and Deakin University will no longer be a partner. Projects and programs will be continued and supported by both MDH and Council, including the Soup for Schools, Fresh Fruit and Veggies in Schools and the Fresh Food Drive. Council is implementing Victorian Local Government Partnership modules Connected and supportive communities, Building better food systems for healthier communities and Building active communities. A grant submission was submitted for a community garden through the Growing Health Communities grant which was unfortunately unsuccessful. However, other opportunities will be investigated and the Volunteer Officer is working with garden volunteers in Botanic Park.	100%
	3. Support and promote breastfeeding through building Maternal Child Health (MCH) workforce capacity funded by the Department of Health Lactation Service Delivery Funding.	EMCHW/CMCH	Maternal and Child Health team have 2 hospital grade electric breast pumps to support breastfeeding in the community at no cost to the community. Two MCH nurses have recently completed their Lactation studies with the aim to become International Board Certified Lactation Consultants (IBCLC) enabling them to provide specialist breastfeeding support to the community and improve breastfeeding rates. A IBCLC has now joined the team.	100%
	4. Deliver the Dads Group Program over the next four years supported by grant funding from the Department of Health.	EMCHW/CMCH	The Mansfield Dads group continues with support from Dads Group Inc funded by a Department of Health grant through the Maternal and Child Health Program. A Man with a Pram event was successfully held on 8 September to support all dads in our community and bring attention to the need for dads to be supported and connected. A family Zoo day was held on 16 March with a great response and participation. A further family fun day was held on 15 March with over 50 attendees. Online groups are continuing. Fortnightly peer led groups occurring.	100%
Additional Activities				
	Fair Access Action Plan - Plan completion and implementation of recommendations.	EMCHW/CNWO	The Fair Access Action Plan has been completed and includes initiatives to improve the participation and experience of women and girls in sport and recreation. The final Plan was submitted to the Department of Jobs, Skills, Industry and Regions. Recommendations to be implemented this financial year - include the Lords Reserve Pavilion project, sharing state and federal grant opportunities with clubs and working with clubs and groups to collect baseline data on women and girls participation and representation. 2024-2025 Progress survey completed in June 2025. Council was successful in receiving a "Change our Game" grant to run Fair Access Equity Workshops with local sporting clubs.	100%

	Community newsletter	EMCHW/CNWO	A survey with community groups was completed to get feedback on the content and quality of the community groups newsletter. This has been incorporated into the updated and revamped newsletter with the addition of a community group profile in each edition.	100%
	Mansfield Mental Health in Primary School Network (MHiPS)	EMCHW/CIFS	Integrated Family Services Coordinator has implemented the MHiPS Network to support the schools in their implementation of mental health and wellbeing initiatives for school children in our area. The network will meet quarterly and provide information, connection and peer support to the teaching staff. A cyber safety subgroup has engaged a guest speaker/presenter to deliver cyber safety sessions to all Mansfield schools and parent sessions. In June, over 1000 community members, including students, educators and parents attended Cyber Safety sessions with expert, Susan McLean. The MHiPS Network met with a representative from the Families Where There is a Mental Illness group. Discussions were around supporting children where a parent is experiencing mental health challenges.	100%
Strategic Objective 2: Activities that promote connection and fitness of our people and visitors				
Major Initiatives				
<p>Strategy 2.1 Support our arts community and facilitate the delivery of festivals and events.</p> <ul style="list-style-type: none"> *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 <p>Strategy 2.2 Create an environment where community and clubs can recreate, socialise, and contribute to the health and wellbeing of the community.</p> <ul style="list-style-type: none"> *Enhance sporting and recreational facilities *Provide event management expertise to support community and commercial events <p>Strategy 2.3 Enhance the social and economic value of tourism to Mansfield</p> <ul style="list-style-type: none"> *Advance regional and destination tourism in cooperation with our local tourism partners *Strengthen and diversify the Visitor economy and experience *Develop a Tourism Strategy for Mansfield Shire *Realise the Lake Eildon Masterplan together with other delivery partners 	1. New permanent undercover stage at Botanic Park for performing arts events and Australia Day, to be delivered in partnership with community volunteers	EMOCW	Initial concept design displayed via Engage Platform and community feedback was positive. Willick Design completed the detailed design, which was also uploaded to Engage for community review. Exploring options to complete as collaborative community project.	30%
	2. Mansfield Station Precinct Activation – continue to work with Mansfield Historical Society and other project partners including Taungurung to support fundraising initiatives and planning for the Heritage Museum fit out. Progress the Station Precinct Masterplan activation projects (subject to funding) in partnership with all Station Precinct stakeholders, including initiatives identified through EOI process completed in 2023-24.	GMIP	Council has been successful in receiving a \$14.1 Million Grant from the Regional Precincts and Partnerships Program to undertake all the activations projects in the Station Precinct, with work on this project commencing in the 2025/26 Financial Year. Council has continued to support the Mansfield Historical Society in their fundraising initiatives with waiving of fees for local law permits and promotion of initiatives through social media channels.	100%
	3. Commitment to ongoing Outlying Communities Infrastructure Fund (\$75K) to support and engage outlying communities to deliver new infrastructure projects for the enjoyment of all community members	EMCHW/CNW)	Outlying Communities Infrastructure Fund grants program was held and completed on 14 October. A project workshop was held on 30 September to connect applicants with Council officers for support and provide guidance on their grant idea. The successful applicants for 2024-2025 were Ancona Hall committee, Bonnie Doon Community Group, Merton Campdraft Club Inc. These projects were endorsed at the December Council meeting and service agreements were prepared. A fourth applicant Delatite Valley Association with a modified application and two more applicants Howqua Inlet and Macs Cove Community Group and Jamieson Community Group were considered and endorsed at 18 March Council meeting. 2023-2024 grant outcomes projects are almost complete as at 30 June -	90%

	4. Complete the Delatite Valley Plan and progress planning and advocacy for key initiatives such as the High Country Hall of Fame in partnership with community stakeholders.	GMIP/SCP	The Delatite Valley Plan draft has been completed and is on exhibition though till August 2025. Advocacy for key initiatives continues in an ongoing way.	85%
	5. Progress priority initiatives from the Sports and Recreation Facilities Strategic plan review completed in 2023-24 to respond to population growth, including development of an action plan to support participation of women and girls in accordance with Council's adopted Fair Access Policy.	EMCHW/CNW	Sports Facilities Strategy feedback was endorsed by Council on 17 September. An Aquatics Facilities Working Group has commenced to progress the enhancement of the current facility and look for future facility funding opportunities. A Sports and Recreation Reference Group has been established and running since March 2025. Members have been selected and the groups endorsed at the March Council meeting. The first meeting was held in May 2025.	100%
	6. Following the recent completion of drainage works at the Lords Reserve, continue to deliver an upgraded toilet and other facilities at the Lord's Pavilion based on the detailed design plans and stakeholder engagement completed in 2023-24.	EMOCW	Grant agreement signed. RFT currently out to market for toilet block refurb. PCR meeting for the pavillion on 28/04/2025 to finalise design. RFT process to be completed, contract awarded, with construction beginning spring 2025.	20%
	Other Initiatives			
	1. Partner with Arts Mansfield and the arts community to support an expanding year-round program of community-driven initiatives including art installations, performances, workshops and events with assistance from Council's Youth and Events team – includes events such as the Pottery Festival, Autumn Festival, MOST, Bald Archies, Three Faces	CEDTEY	Council has continued to engage with Arts Mansfield, Mansfield & District Potters and also Mansfield Readers & Writers groups on upcoming events. Council assisted with the Mansfield Pottery Festival, Autumn Festival, with live music opportunities for young people. Council has opened up the VIC Gallery space to Arts Mansfield and their first exhibition will take place in October as a MOST teaser.	90% Ongoing
	2. Establish Tourism Reference Group to progress priority projects from the Sustainable Tourism Plan, in collaboration with Tourism North East (TNE) and industry stakeholders	CED	Council has engaged a short term contracted officer to assist in creation of the deliverables and targets for the Destination Management Action Plan. This builds off community and business feedback from Tourism Connect and community engagement through the Sustainable Tourism Plan. Through this process a formation of a reference group will be created. Destination Management Action Plan is in final Draft stage to go to August Briefing and September Council Meeting. Once endorsed the Tourism Connect Program will resume.	75%
	3. Continue advocacy and implement priority projects from Lake Eildon Masterplan (Goughs Bay Boat Club, Skyline Road and Tracks and Trails Masterplan).	GMIP	Work has been completed on the Goughs Bay Boat Club. Following the receipt of funding, works have commenced on the Tracks and Trails Masterplan, with a consultant appointed to work with the PCG to develop the strategy in consultation with the Community. Council is assisting a Bonnie Doon based business with a Waterpark play area to boost the lake offering. Council has supported an application from Murrindindi Shire Council for works to be undertaken on Skyline Road through the Regional Precincts and Partnerships Program.	90%
	4. Complete MOU and partner with Friends of the Great Victorian Rail Trail to increase visitation, including launch and promotion of "Art on the GVRT" in collaboration with other shires.	SCCED	MOU has been completed and endorsed by Council. Continuing engagement and meetings to discuss the trail.	100%
	5. Implement actions from community events review, including development of guidelines and use of resources such as Event Manager software to streamline event management, improve record keeping and facilitate communication with vendors.	CEDTEY	Ongoing use of event manager to engage with and assist with event planning and delivery. Multiple new events from the community have been occurring with support from council.	85% Ongoing
	Additional Activities			

	Mansfield Shire Events held 2024 2025	CEDTEY	NAIDOC International Youth Day Wear It Purple Day Horsepower In The High Country Mansfield Pottery Festival Toyota Landcruiser Gathering Dads with prams R U OK Day Jamieson Hot Rod Battle of the bands Mountain Bay Fishing Classic Men's Shed Open Day High Country Festival Youth Market Halloween MOST Mansfield Races Mansfield Cycle Expo Mansfield Show ACBG Car Show Goughs Bay Festival Great Victorian Bike ride Merrijig Campdraft Christmas Picnic and Carols x 2 Community events	100% completed and more new events added
Theme 2: Vibrant Liveability	Budget Initiatives 2024 2025	Responsible Manager	4th Quarter	% Complete
Strategic Objective 3: Future focussed: Intelligent land use and infrastructure	Major initiatives			
<p>Strategy 3.1 Protect natural vistas and farmlands</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 & sustainability</p> <p>Strategy 3.2 Enhance township character</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, especially at high-traffic times and places</p> <p>Strategy 3.3 Improve roads, drainage and footpaths</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>Strategy 3.4 Plan for and encourage appropriate housing</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>1. Deliver priority road upgrade projects including completion of upgrades to Highton Lane, sealing of Rifle Butts Road and upgrade of priority sections of Chapel Hill Road including the Lanky Creek crossing and Delatite River bridge (IMPACT Route Year 2 works). Commence road reconstruction works on Malcolm Street, Mansfield and township sealing works for James Street, Bonnie Doon.</p>	EMOCW / MMP	<p>James Street sealing works complete. Highton Lane asphalt laid on 29 April. Unyte are continuing on with drainage in section A & B of RBR. PC has been achieved in section C of RBR. Unyte looking to complete work end July (weather permitting). Highton Lane roundabout recommendation taken to the June Council meeting. Malcom St reconstruction has been pushed back to FY 26/27 due to \$900K developer contribution shortfall on Highton Lane. The original scope for Highton Lane has been completed. The drainage and subgrade levels for Rifle Butts Road are finished, and the road is now ready for sealing in Spring 2025. The Lanky Creek Crossing and Delatite River Bridge works have both been completed. Additional works under the Impact project, which were approved for inclusion in the scope and funded with savings, are planned for completion in 2025/2026. Malcolm Street design completed, construction to occur in 26/27 to align with grant funding.</p>	90%
	<p>2. Construct new shared footpaths from Howqua Inlet to the Caravan Park, from the General Store along the Piries-Goughs Bay Road, at Jamieson on the Mansfield-Woods Point Road and on Kidston Parade to Beolite Village to ensure residents and visitors to our community aren't walking on the road unsafely</p>	EMOCW / MOCW	<p>Howqua Inlet path works completed for stage 1 (Edmanson - Barnetts Road). Council assisting community group with permits / approvals for stage 2 works. Piries- Goughs Bay path to the Maze, and Kidston Pde pathways both completed.</p>	90%
	<p>3. Complete a program of Planning Scheme amendments to implement new policy within the Mansfield Planning Scheme to protect the alpine approaches (Design and Development Overlay), properly identify flood affected areas in Mansfield township (following completion of the flood study), change the Environmental Significance Overlay to reduce red tape in referrals to Goulburn Murray Water and implement the Mansfield Planning Strategy.</p>	GMIP/SCP	<p>The Alpine Approaches amendment (C56mans) has been split into two parts, with Part 1 submitted to the Minister for Planning for approval and further assessment to be done on resolving submissions for Part 2. The Mansfield Flood Study is in draft stage with a second round of community engagement to be undertaken in August-September. Amendment C62mans to reduce referrals under the ESO has now had feedback from GMW, and will be updated and resubmitted to DTP for consideration.</p>	70%

	<p>4. Complete the flood study for Mansfield township in collaboration with Goulburn Broken CMA (externally funded) and program of drainage and culvert works to address identified flooding issues including upgrade of the Graves Road culvert and drainage system in Rowe St, Mansfield and Hurley St, Woods Point.</p> <p>Commence a flood study for the Upper Tributaries, including the Upper Broken, Delatite and Howqua Rivers in collaboration with the Goulburn Broken CMA (externally funded).</p>	EMOCW/MES	<p>Mansfield Flood Study - Initial assessment and community consultation completed. Flood modelling incorporating community feedback has been completed and currently being assessed by Council and GBCMA. The assessment includes to check the impact (if any) on individual properties and on council infrastructure in various rain events.</p> <p>Upper Catchment Tributaries Flood study - Data review and hydrology report has been completed. Reviewed by GBCMA. Community engagement will be conducted to get their feedback together with Delatite Valley Plan engagement.</p> <p>Rowe St - Construction completed on 14/05/25.</p> <p>Graves Rd - Initial assessment of the causeways completed for all 7 locations including Graves Rd. A grant application was submitted under Safe Local Roads and Infrastructure Program for the construction of bridge.</p>	<p>80%</p> <p>40%</p> <p>100%</p> <p>30%</p>
	<p>5. Continue to advocate for priority road safety improvements at intersections with arterial roads including Mt Buller Road and the Heavy Vehicle Alternative Route, including the identified black spot at the intersection of Dead Horse Lane and Mansfield-Whitfield Road (State Government owned road).</p>	EMOCW/MES	<p>Council is and will continue to advocate for road safety improvements at intersections with arterial roads. Council has secured funds under Federal Blackspot Funding to upgrade the Dead Horse Lane / Mansfield-Whitfield Rd intersection to roundabout, which is currently in design phase. Construction is expected to be completed by the end of FY2026.</p> <p>Council is advocating for upgrade of other priority intersections like Midland Hwy / Dead Horse Lane, Chenery St / Malcolm St, Mt Buller Road / Highton lane, Mt Buller Road / Greenvale lane and construct a turnaround or a roundabout location along Mt Buller road for ski traffic.</p>	100%
Other Initiatives				
	<p>1. Purchase and installation of a new weather station system which will provide much needed weather data linking back to the Bureau of Meteorology and support the community with more relevant weather information for our Shire, and provide improved data for planning and development.</p>	EMOCW / MES	<p>A new weather station has been installed for Mansfield, with weather data now publicly available for the community.</p>	100%
	<p>2. Increased frontline resources to create productivity savings through bringing fire inspections inhouse and increased presence within the Local Laws team (0.6 FTE), increased mechanical resources to undertake additional vehicle and heavy plant servicing in-house at a reduced cost (0.45 FTE) and new ongoing full-time leading hand position in the parks and garden team to increase capability and support recreational facilities and open space improvements across the Shire.</p>	EMOCW	<p>Recruitment has been completed with both the 1.4FTE mechanic and Leading Hand in place.</p>	100%
	<p>3. Complete and adopt strategic plans for Goughs Bay and Delatite Valley and complete the planning scheme amendments to implement the recommendations of the Bonnie Doon Plan and Merton Plan.</p>	GMIP	<p>The Goughs Bay Plan was adopted at the June Council Meeting. The draft Delatite Valley Plan is completed and is currently on Public Exhibition from July-August. Following completion the feedback will be presented to the September Council Briefing while the plan is updated accordingly and then presented to a future Council Meeting for adoption. Planning Scheme Amendment C61mans to implement the Bonnie Doon and Merton Plans has been drafted and submitted to DTP for review.</p>	70%

	4. Complete Local Laws review, including consideration of mechanisms for increased protection of significant trees, responding to community concern over the loss of old red gums through subdivision activity. Continue to actively seek retention of trees through careful review of planning applications and designs for new infrastructure.	GMIP	Funding was successfully obtained to engage a project officer to undertake the Local Laws Review. The first of two periods of public engagement was completed. A draft of the proposed Community Local Laws, incorporating the public feedback and additions aimed at protecting significant trees, is almost complete and will be presented to Councillors in August 2025	70%
	5. Complete a parking study as part of the High Street Masterplan to improve accessibility to the Mansfield township and respond to growth.	GMIP	Council has engaged Creative Communities International to undertake a Town Booster event, to seek further input from local business owners about both the High Street Masterplan and the Parking Study, with the event held in May 2025. A consultant has been appointed to undertake the Parking Study.	50%
	6. Work collaboratively and actively with local community members and neighbouring shires to target and reduce European Wasp populations in the municipality.	GMIP	Successfully completed this year in 2024-25, the project will run again next financial year, targeting outlying towns and providing them with the wasp solution to distribute to their local community members. Communicating to other Councils the success of the program and encourage more participation.	100%
Strategic Objective 4: Clean and green: Waste and energy sustainability.		Major initiatives		
<p>Strategy 4.1 Minimise and re-use waste</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>Strategy 4.2 Adopt and promote energy options that are affordable, self-sustaining & carbon positive</p> <p>*Encourage community access to the benefits of the Local Power Plan and other renewable energy projects</p>	1. A "Spring Clean Up" event for green waste in advance of the declared Fire Danger Period with the acceptance of green waste at the Resource Recovery Centre, free of charge.	GMIP	Project is now complete. For the month of November, received a total of 275m3 of green waste (275 loads). The event was then extended from 11-31 December due to advice of an increased fire risk for North East Victoria over summer. Over the extension period, received a further 277m3 of green waste (277 loads), showing this was well received by the community to prepare their properties for the fire season. Due to the success of the program, Council officers are recommending this project is conducted again in 25/26 and for two months in total.	100%
	2. Reinstate providing residents with a Tip Voucher for green waste disposal, available for collection through the Customer Service Centre.	GMIP	Initiative has been promoted in the annual rate notice flyer sent to all rate payers in August. Vouchers have been created and the Customer Service team are distributing these to residents. The vouchers are valid until 30 June 2025. To date, a total of 65 vouchers have been presented to MRRC which are being recorded through the sales system, which equates to 65 x \$15 per m3 = \$975. A new set of vouchers will be advertised with the rate notice for the 2025/26 financial year.	100%
	3. Upgrade and expand the Mansfield Resource Recovery Centre Re-Use Shop to allow more waste to be recovered from landfill and used in a positive way, reducing waste disposal costs for our ratepayers.	GMIP	This initiative is still in the early stages of reviewing the best options for the planned upgrade and expansion. The Resource Recovery team continues to work hard to identify items in deposited waste that can be diverted to the Re-use Shop instead of going to landfill. We are now regularly featuring Facebook posts to promote the shop and highlight selected items to the community. Council has also held an initial meeting with interested parties to discuss potential opportunities in this space.	30%

	4. Expand the festive season waste management provision of additional bins and service to high traffic areas and continue to work with outlying community groups including the Goughs Bay Area Progress Association to reduce camper waste deposited in public areas and illegal dumping.	GMIP	The 2024/25 Festive Season Waste Management Plan has been finalised and implemented. The plan included increased hours and days for the MRRC from 20/12/24-02/01/25, free acceptance of camping waste from 20/12/24 to 31/01/25 to cover the festive season, January summer holidays and Australia Day long weekend, posters and flyers have been distributed through various methods, Carry in Carry out sign at the entrance of Mansfield, 20 new corflutes signs installed at various public space bins to deter overfilling bins and to take excess waste to the RRC, extra public space bins placed in high traffic areas of Mansfield, Bonnie Doon, Jamieson and Gough's Bay with extra collections also scheduled to clear more frequently over this time. An end of season report was completed with the recommendations made for next festive season based on the success or pain points from this season.	100%
	5. Continue the implementation of the Waste Strategy with the rollout of the FOGO (green bin) service in urban areas on 1 July 2024. Investigate Container Deposit Scheme (CDS) collection through public bins	GMIP	FOGO collection commenced on 1 July 2024. Ongoing efforts are being made to encourage additional opt-ins and to educate residents on the correct use of the FOGO/green bin system. Three composting sessions have been held, with free compost bins and worm farms provided to residents in areas where FOGO servicing could not be arranged. A waste calendar was also distributed to all FOGO-serviceable addresses to support opt-ins, provide education, and help residents understand which bin to put out on which day or week.	100%
	6. Create a Wetlands Management Plan for ongoing management of the Mullum Wetlands using inhouse resources (0.2FTE).	GMIP	A maintenance plan has been developed, and will be implemented by the Field Services team.	100%
Other Initiatives				
	1. Continue to implement the 5-year Street Tree Planting Program for enhancement of townscape character, beautification and preservation of natural assets. Note: currently in year 2.	EMOCW / MFS	200 trees planted in Winter 2024. Includes Ailsa St, Hunter St, Malcolm St (commenced with more to come), Mt Battery Rd, Mt Buller Service Lane, Stockman's Rise Reserve, High Street Carpark, Shaw's Rd Merton, Highbett Street infill planting, Bonnie Doon Community Centre. Next plans Ultimo St, Curia St, Kitchen Street St, Minerva St, Highton Lane (post IMPACT construction). Trees have been ordered and delivered ready to be planted for the 2025 winter planting season.	100%
	2. Continue implementing the Mansfield Resource Recovery Centre (MRRC) Masterplan with upgrade works on the road network within the site.	GMIP	A complete scope of works for the driveway to the Mansfield Resource Recovery Centre has been completed and a budgetary estimate has been identified for the 2025/26 Budget. As part of the masterplan and a requirement for better stormwater management system, drainage works were completed in March 2025.	50%

	<p>3. Continue to investigate rectification works for closed landfills and landfill monitoring program to monitor results from new bores, including the repatriation of 340 Dead Horse Lane site.</p>	<p>GMIP</p>	<p>A sampling event for all five closed landfill sites took place in November 2024. For 340 Dead Horse Lane, the Landfill Gas and Groundwater risk assessments are complete, and the conceptual site model is being finalised, submitted to the EPA end of January 2025. Rectification and capping work at Monkey Gully Landfill were completed by the end of January, including biofilter rectification, capping, and installation of a freeboard marker. The 2024 annual monitoring report has been submitted to the EPA in January 2025. For the Rifle Butts, Maintongoon, and Mairdample sites, a conceptual site model will be developed as a three-site package, to be tendered by mid August 2025. The full procurement process will be followed, using the Dead Horse Lane example to select contractors. At Monkey Gully, weeds and soil from the leachate pond to be removed after capping. An RFQ for the RMMP/AMP audit at Monkey Gully issued to Bajwa EnviroCo on 06/06/2025. Additionally, landfill bore installation at Dead Horse Lane required per EPA recommendations will be tendered by end of July 2025. SMEC will include new drain sites in their next sampling in August.</p>	<p>70%</p>
	<p>4. Continue to implement the Climate Action Plan, including installation of LED streetlights and solar arrays on Council buildings.</p>	<p>EMOCW MOCW</p>	<p>LED street light changeover continued in December 24. Solar completed on Depot and Youth Centre. Roof preparation works required on stadium prior to solar install in 25/26. DEECA 100NBI Round 2 application for grant successful for battery and roof top solar at Bonnie Doon.</p>	<p>100%</p>
	<p>5. Increased funding for weed management on Council managed roadsides and public spaces and to commence mapping of roadsides for both weed infestation and conservation values.</p>	<p>EMOCW / GMIP</p>	<p>Roadside weed spraying contract values increased in the 2024/25 financial year, allowing a broader spread of weed spraying through the year. The mapping project will be combined with the whole of shire mapping project.</p>	<p>50%</p>
<p>Strategic Objective 5: Prosperous: Industries, businesses, and workforces of the</p>				
<p>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. *Support Station Precinct commercial and community activation in line with the Masterplan</p> <p>Strategy 5.2 Enable land use and base infrastructure that stimulates commercial activity *Appropriately allocate land for commercial purposes. *Develop Lakin's Road Precinct. *Implement the Lake Eildon Masterplan and Sewage recommendations</p>	<p>1. Progress Lakin's Road Industrial Precinct, through the completion of an options assessment for the balance of industrial land at 141 Lakin's Road, to maximise value for ratepayers, following settlement of contracted land sale of Lot 1.</p>	<p>GMIP</p>	<p>The sale of Lot 1 was finalised in July 2024, and work has continued on completing the Cultural Heritage Management Plan for the rest of the site in order to facilitate the issuance of a permit for the remainder of the property. A highest and best use analysis has been commenced, exploring options for potential future development of the balance lot. The Strategic Property Program Manager is preparing further information on options for consideration by Council in 2025/26.</p>	<p>60%</p>
	<p>2. Implement priority actions from key worker housing workshops, including working with local stakeholders and landowners to facilitate and deliver new opportunities, addressing barriers and identified market needs.</p>	<p>CED</p>	<p>Housing Forums and Workshops continued to attract local community members/ businesses and developers with concepts/ ideas and plans for housing development. Council officers are looking at conducting a land audit for opportunities. Council officers continued to work with RDV and RHV for opportunity and to strengthen relationships/ network. Workshop held on 18 Nov to enable community (inc. developers) to discuss concepts with council planners and or to determine issues and Councils ability to assist/ progress housing development. Of identified enablers and barriers – funding continues to be the major barrier. Council continues to work with Homes Victoria and Housing Australia and CHIA around funding opportunities. Planning has commenced for a further "speed dating" workshop for community to bring ideas and seek input from Council.</p> <p>Another Speed Dating housing workshop is scheduled for Wednesday 6 August.</p> <p>Town booster program has been well received and businesses are continuing to engage with place making ideas.</p>	<p>100%</p>

	3. Complete the development of the Infrastructure Plan to respond to residential growth and facilitate development infrastructure planning to be funded through developer contributions.	GMIP	Staffing illness with the consultant delayed the submission of the draft Infrastructure Plan. A draft plan was has been reviewed by Council Officers and is being updated by the consultant. When the updated version is received, it will be presented to Council at a future briefing.	80%
	4. Progress Integrated Water Management (IWM) priority projects including Water Sensitive Township project for Goughs Bay to address barriers to growth and development.	EMOCW / MES / GMIP	The IWM Feasibility for Goughs Bay has investigated a range of options. A cost/benefit analysis is being finalised on 3 shortlisted options by PCG. The options will be discussed by community and the feedback will be discussed with consultant and PCG and incorporated in the report where possible. Preliminary designs will prepared by consultant for the adopted option and will be endorsed by PCG.	60%
Other Initiatives				
	1. Identify opportunities and continue to grow revenue through grant applications.	CEO	<p>Grants applied for in 2024-25</p> <ul style="list-style-type: none"> -Enabling Access Safely for Everyone - Highton Lane/Mt Buller Road Mansfield Roundabout or EASE package \$2.9m - Unsuccessful -Community Garden Project - VicHealth \$50,000 - Unsuccessful -Goods Shed Refurbishment - Regional Tourism Investment Fund \$679,511- Unsuccessful -Connecting Local Access Safe Shared Path (CLASSP)-TAC \$100,000 - Unsuccessful -Woods Point Community Energy Resilience Project - Ausnet \$78,647 - successful -Lighting Up Lords Reserve - Sport and Rec Victoria \$250,000 - unsuccessful -Citizenship Ceremony & Horsepower In The High Country - Mansfield Botanic Park -Australia Day \$10,000 - Successful -Hearns Bridge and Graves Rd culvert replacement, Lonergan's Bridge renewal replacement - Commonwealth DITRDCA -\$5.3m Awaiting outcome -Engage Program - Department of Families, Fairness and Housing \$165,000 Successful - Amplify Program - Department of Families, Fairness and Housing - \$80,000 Successful -Mansfield Female Inclusive Rooms project - Department of Health \$1.2m - successful - Mansfield Kindergarten - Amenities Block Mechanics Institute - VSBA Building Blocks Grant Improvement \$150,000 - unsuccessful - Station Precinct New Dog Park - DEECA New and Upgraded Dog Parks \$250,000 - successful - Elvins Street and Ultimo Street footpath construction - Commonwealth DITRDC Active Transport Fund - \$185,000 - unsuccessful - Mansfield Community Centre Solar & Heating - Community Energy Upgrades Fund - Round 1 - Ausnet - Successful - Youth Training Program - Strong and Resilient Communities Inclusive Communities Round 4 Grants - \$360,000 - Not Announced yet - Youth Mountain Bike Workshop - Victoria Government Youth Fest - \$2,000 - Successful - Generating Energy Resilience Mansfield - Ausnet - \$50,000 - Successful. - Digitising OWMS & Registered Business File - Business Acceleration Fund 2023-2027 - \$250,000 - Announcement expected August - Mansfield Emergency Services Precinct - Regional Precinct Partnership Program - \$18,840,653 - Announcement expected Dec 	100%

	2. Continue to work with Telco partners to advocate for improved connectivity and network capacity.	CED	Council is continuing to work with Telco partners and is developing connectivity plan with Telstra and NBNCo to enable closer communications for funding and infrastructure needs.	100%
Theme 3: A trusted, effective, and efficient Council	Budget Initiatives 2024 2025	Responsible Manager	4th Quarter	% Complete
Strategic Objective 6: Council possesses in-house and outsourced capability to meet community expectations	Major Initiatives			
Strategy 6.1 Use and gain knowledge of our community to make good decisions *Modernise engagement practices to extend reach into community Strategy 6.2 Building organisational capability through its People *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. Continue to progress the Collaborative Digital Transformation Project including support for backfill of key organisational resources (1.4FTE total) during the introduction of new core systems.	GMIP	Recruitment of new project manager has been undertaken and appointed in September 2024. Mansfield has gone live with the Planning, Building Modules and Regulatory, as well as the Information Management module. Property and Rates, Finance and Customer Management to go live in December 2025.	100%
	2. Complete review of Council's Workforce Plan.	EMPCG	Workforce plan draft underway to be presented at August Briefing.	80%
	3. Continue to improve efficiency by digitisation of building and septic records (second year of program).	EMPCG	Digitisation project on track to be extended for building and septic records. New initiative underway. Grant application submitted with the Department of Treasury and Finance regarding Business Acceleration Fund Proposal 2023-27 to Digitise On site Wastewater Management Systems and Registered Premise files. Council is awaiting an outcome.	90%
	4. Continue the Undergraduate Program to employ and develop students with technical abilities to provide a future employment pipeline in difficult to fill roles.	EMPCG	Currently employing 3 undergrads in planning, 4 in engineering, 1 in finance, 1 in Environmental Health, as well as a number of trainees in P&C, Local Laws, Youth and Library.	100%
	Other initiatives			
	1. Continue to deliver employee induction program and learning and development opportunities to attract, retain and develop our workforce.	EMPCG	Have reviewed onboarding program including manager's kit, collated all T&D needs via performance and development reviews that were completed and distributed to SMT in December 2024. Follow up with SMT members to be done in August to prepare for next performance and development reviews to be completed by September 2025.	100%
	2. Continue to use the Community Engagement Framework and Engage platform to provide timely and accurate information and seek community feedback.	EMPCG	The Community Engagement framework and Engage platform has been used to provide timely and accurate information and seek community feedback in a wide range of projects and policy initiatives such as the Social Inclusion Action Group, Volunteers Policy, Special Rates and Charges Policy, Kidston Parade Shared Path, Station Precinct Museum Complex Community Asset Committee, Botanic Park Stage, Budget 2025-26, Planning Scheme Amendments, all proposed footpaths & shared paths and local emergency action plan.	100%
Strategic Objective 7: Financial sustainability and value for money	Major initiatives			
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 *Grow other revenue through grant applications	1. Identify opportunities and continue to grow revenue through careful management of investments.	FC	Ongoing management of investments. Investment income is ahead of Budget (\$606,298 as at end of June). Improved cash flow forecasting is being progressed to support optimisation of investment income.	85%
	2. New financial system introduced to build capacity gains and improved forecasting through Collaborative Digital project.	FC/GMIP	The CODI digital transformation project will be implementing a new finance, property and rates and customer management system through the use of Civica Altitude in 2025, with Mansfield to be going live in December 2025.	50%

	3. Introduce new Rates and Property system through Collaborative Digital project.	FC/GMIP	The CODI digital transformation project will be implementing a new finance, property and rates and customer management system through the use of Civica Altitude in 2025, with Mansfield to be going live in December 2025.	50%
Other Initiatives				
	1. Improve monthly financial management reporting to provide timely and accurate forecasts.	FC	Monthly financial reporting and full year forecasting shows that Council is tracking well against Budget. A review of the Quarterly Report format has been completed and has been implemented for 2024-25 reporting.	100%
	2. Grow revenue through successful grant applications	CEO	<p>Successful grant funding announced between 1 July 2024 and 31 December 2024:</p> <ul style="list-style-type: none"> - Motor cycle Levy safety Program \$135,000 - Grow together Childrens week \$700 - Station Precinct Activation Package - Stage One: Activities Regional Development Victoria - RPPP Stream 2: Precinct delivery - \$7.7M - Station Precinct Activation Package - Stage Two: Heritage Regional Development Victoria - RPPP Stream 2: Precinct delivery - \$6.4M - Citizenship Ceremony & Horsepower In The High Country Mansfield Botanic Park -Australia Day \$10,000 - Woods Point Community Energy Resilience Project - Ausnet \$78,647 - Engage Program - Department of Families, Fairness and Housing \$165,000 - Mansfield Female Inclusive Rooms project - Department of Health \$1.2m - Station Precinct New Dog Park - DEECA New and Upgraded Dog Parks \$250,000 - Successful - Mansfield Community Centre Solar & Heating - Ausnet Community Energy Upgrades Fund - Round 1 \$31,000 - Successful- - Youth Mountain Bike Workshop - Victoria Government Youth Fest - \$2,000 - Successful - Generating Energy Resilience Mansfield - Ausnet - \$50,000 - Successful. 	100%
	3. Reduce consultancy fees and contractor costs through use of in-house Council officer expertise.	CEO	<p>Reduced consultancy fees and contractor costs through use of in house Council officer expertise. For example</p> <ul style="list-style-type: none"> - Preparation of 2023-24 Annual Report - Strategic Planning program. - Lakins Road subdivision project management. -Sports and Recreation facilities strategy. -Sustainable Tourism Plan. - Delatite Valley Plan -A range of Capital Works projects have been completed in house including road pavement preparation, car park construction, and resheeting program - a portion of the resheeting has been completed in house with 21 km finished by January 2025. - Infrastructure Concept planning and design for grant submissions - Motorcycle Levy program and the Building Blocks Mechanics Institute Amenities block submission -Human Resources activities <p>Recruitment is completed internally. Staff learning and skills development activities are completed through internal Munch and Learn workshops.</p> <ul style="list-style-type: none"> -VCAT hearings x4 were attended by Planning staff without utilising external consultants/representation. 	100%

Strategic Objective 8: A consultative Council that represents and empowers its community	Major initiatives			
<p>Strategy 8.1 Increase community trust in Council to make informed decisions with 'no surprises'</p> <p>*Provide the community with transparent information about Council plans, strategies, and performance</p> <p>*Provide community opportunities to be involved in key Council decisions</p> <p>Strategy 8.2 Develop capacity and capability to advocate powerfully for the most important interests of the Mansfield community</p> <p>Advocate for the delivery of projects such as the Lake Eildon Masterplan, Mansfield Station Precinct, Mansfield Emergency Services Precinct, Lakin's Road Industrial Precinct, a Year-around Aquatic Facility in Mansfield, Lords Reserve Community Hub, Redevelopment of the Resource Recovery Centre</p>	<p>1. Advocacy at all levels of government for projects, programs and activities that will best support, develop and optimise the wellbeing, prosperity, and best interests of the Mansfield Community.</p>	CEO	<p>Council met with Lisa Neville, Chairperson Great Outdoors Taskforce regarding Future Forests proposal and a letter was submitted to Minister Dimopoulos.</p> <p>Letter sent to Helen Haines regarding the provision of face to face aged care assessment services who lobbied on our behalf to the Federal to Minister of Aged Care.</p> <p>Third Key Worker Housing forum held in September 2024.</p> <p>Albury Wodonga Health Single Site Hospital advocacy - Several meetings and workshops attended by CEO and Executive Manager Community Health and Wellbeing to advocate for community as part of this catchment area. Council adopted a resolution in support of the Single Site Hospital at the February 2025 Council meeting.</p> <p>During the March quarter Council undertook significant advocacy in collaboration with other members of the Hume Region Local Government Network to advocate against the proposed Emergency Services Volunteer Fund tax, including a motion adopted at the February 2025 Council meeting.</p>	100%
	<p>2. Advocacy to State Government on improvements required to local arterial road network to address community concern over road safety and condition issues.</p>	CEO	<p>Council continues to support Department of Transport - Ovens Murray Integrated Transport Strategy - currently under review, with meetings held with DoT to discuss completion of the Strategy using an internal project officer.</p> <p>Local Government sustainability enquiry attended by CEO and Mayor to advocate for safer roads for our community. Letters sent from the Mayor to advocate for Blackspot funding, with the final result being a reduced deduction from Council's awarded grant funding of 5% (\$100,000) vs the 9% originally proposed.</p> <p>The Mayor has also undertaken advocacy in relation to the traffic lights on the Mansfield-Woods Point Road and the delay in implementation of the speed limit reduction on the Mt Buller Road.</p>	100%
	<p>3. Collaboration with Hume Regional Local Government Network and advocacy to State Government for the formation of planning policy that retains the rural character of our townships.</p>	CEO	<p>A Motion from Hume Regional Local Government Network- Loss of the rural character was presented at the MAV State Council August 2024. HRLGN lead Council Murrindindi submission to DTP to protect the rural character of towns and districts in Victoria.</p> <p>A motion was also passed by Council at the 18 March 2025 meeting to advocate against the new Clause 53.24 Future Homes which was implemented by the State without consultation.</p>	100%
Other Initiatives				
	<p>1. Continue to report to Council on Local Government Reporting Framework results</p>	SMT	<p>LGPRF reporting has been completed and a draft presented to the Audit and Risk Committee Meeting 16 September 2024. The auditing by the Victorian Auditor Generals Office was completed. A Closing Report was presented to Audit and Risk Committee 9 October 2024 and after endorsement presented to Council with the annual report 23 October 2024. The final report was submitted to Local Government Victoria in October 2024.</p>	100%
	<p>2. Continue monthly CEO Report to Council including progress against Council Plan Actions.</p>	SMT	<p>Council plan actions for 2023-2024 were collated and presented to the August 2024 Council Meeting. They were also included in the 2023-24 Annual Report. Council plan actions 2024 2025 first quarter dashboard presented at 3 December Council Briefing with a mid year report presented at March 2025 Council meeting. The final Council Plan Actions for 24-25 are included above. The CEO reports have been completed and presented monthly to Council meetings between July 24 - June 25.</p>	100%