

2025 2026 Council Plan Actions Dashboard - Full-Year Report

Theme 1: A Healthy and Connected Community				
Council Plan Objectives 2025-2029	Budget Initiatives 2025-26	Responsible Manager	2nd Half Status	% Complete
Strategic Objective 1.1 Strengthen community connection, inclusion and participation				
Promote local volunteering initiatives and opportunities to encourage active community participation.	Support for the expansion of Council's volunteer program and to attract, induct and onboard new volunteers. Includes additional volunteer training and software to support volunteer engagement and the continuation of the L2P program.	EMCHW/HVO	Council's volunteer program has increased by 10 participants since establishment. Total numbers of volunteers are currently 27. The Waste Team are currently in the process of partnering with MASS and Yooralla to contribute volunteers for the RRC, numbers yet to be confirmed. Continuous promotion and onboarding to occur. New volunteer opportunities currently being explored and successful celebration event held.	100%
Support and promote community arts and cultural initiatives.				
Partner with outlying communities and groups to support more initiatives and events that connect the community.	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. Initiate the Arts Collaboration Forum.	EMCHW/CNWO	Arts Collaboration Forum has been created. Initial meeting was on 21 April 2026 with subsequent meeting held on 29 July 2026.	100%
Improve community health and wellbeing outcomes including through partnerships with health services.	Commitment to ongoing Outlying Communities Infrastructure Fund (\$50K) to support and engage outlying communities to deliver new infrastructure projects for the enjoyment of all community members.	EMCHW/CCO/CNWO	All approved community groups have signed their OCIF funding agreements and payment has been transferred. One community group has already completed and acquitted their project.	100%
Walk with representatives of First Peoples to further develop partnerships that inform history, culture and planning.	Implementation of the Social Inclusion Action Group's Work Plan 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.	EMCHW/CCS	The Social Inclusion Action Group (SIAG) successfully expanded its community impact during this financial year. By combining standard annual funding with previous years' carried funds, the program funded 41 individual initiatives through local community groups. This strategic allocation ensured comprehensive geographic coverage across all areas of the Shire. In addition there were a number of additional initiatives implemented including: •Mansfield Health, Community, and Volunteers Expo: Successfully delivered the second iteration of this flagship community event. •Volunteer Recognition: Hosted a high-attendance networking event to celebrate and support local volunteers. •Accessibility: Launched a targeted project to improve physical access to businesses on Mansfield's main street; Also improved infrastructure at the Resale shop to encourage members from MASS and Yooralla to be able to work at the site. •Capacity Building: Delivered practical community workshops, including a specialized Working Dogs training event. •Health Promotion: Developed and distributed a dedicated brochure promoting positive ageing within the municipality. •Transport: completed a transport pilot workshop focused on utilising existing resources to support those who have no transport options to meet healthcare needs and improve community engagement. The team's proactive engagement significantly raised awareness of SIAG funding opportunities and their role in improving local health and wellbeing. The team intends to leverage this momentum to sustain and expand community engagement into the coming years.	100%
Connect, develop and support children and young people.				
	Advocate for improved and equitable health and community services for Mansfield Shire, working with the Mansfield Health and Wellbeing Network and Mansfield District Hospital (MDH). Collaborate with the Hume Regional Local Government Network to progress priority initiatives and advocacy for improved local service provision for our growing community.	EMCHW/CCO	The Community Connections Officer continues to attend a number of network meetings with MDH, the Welfare Group and the Vulnerable Persons Register Group as well as liaise with others in the Hume Regional Local Government Network to advocate for improved local service provision. For example, the relationship with these groups provided the insights and starting points for establishing the 'Ageing well in Mansfield' brochure developed in collaboration with the SIAG team. In partnership with MDH, completed a community engagement exercise to further understand how the community view current services, what is and isn't working and what recommendations they would have for the health services. This has been fed back via the MDH Community Reference group.	100%
	Improve access and inclusion identified in community consultation initiatives, such as increased disability carparking spaces and a Changing Places facility. Support the Community Bus program including access to key community events and Seniors Week festivities.	EMCHW/CCO	New Disabled car parking spaces identified in Jamieson design and engagement completed. New charging places facility included in Station Precinct design and accessibility improvements all included in LAPS design at Mansfield Swimming Pool. The new shower pod in Curia Street has been completed and is accessible for all abilities. The Community Bus program continues to be successful and additional bus services for events have been offered. Unfortunately some were cancelled due to low numbers. The 2025 Seniors Festival was a huge success and preparation is almost complete for the 2026 festival.	100%
	Community Connections Officer role, now ongoing, to provide advocacy and support for seniors with advice and guidance on services, engagement with outlying communities, in addition to the popular Tech-help at the library program.	EMCHW/CCO/CLS	The Community Connections Officer is currently working in collaboration with SIAG on a health literacy program aimed at Ageing Well in Mansfield for seniors. Currently waiting on delivery of the booklet as well as continuing to meet with outlying community groups to support the communities. Any issues and feedback provided and then brought back to the Council team and shared amongst the appropriate teams for follow up. The very successful Tech Help program is in its second year of operation at the library.	100%

	Mansfield Station Precinct Activation – Following the successful grant application, the work for the precinct will be delivered over two financial years including a new pump track and shared paths, a fenced dog park, carparking, Changing Places facility and all abilities playground, refurbishment of the Goods Shed and Fertiliser Shed, Taungurung art trail and fit out of the Mansfield Heritage Museum. Council will continue to work with Mansfield Historical Society and other project partners including Taungurung Land and Waters Council on the design and delivery of the Heritage Museum fit out.	EMCHW/EMCWO	Ongoing monthly meetings with the stakeholder group for Curators, Committee of Management, Museum Project control group and quarterly wider Precinct Stakeholder group to review designs as they are developed. Contracts issued for Fenced Dog Park, Pump Track, Pathways and Goods Shed and Taungurung art trail. Museum fit-out is on schedule for completion by September with the exhibition works to begin immediately following this project on track for completion in 2026/27.	60%
	Delivery of youth-focused activities and events supported through the new combined Youth and Events team based at the Erril Street Centre.	GMIP/SCED	Council's youth and events team delivered both events and youth programs from the Erril Street Centre. The Youth Program incorporates both weekly programming and holiday programming, providing a valued service to the youth of Mansfield Shire.	100%
	Deliver the Dads Group Program over the next two years of this four-year program, supported by grant funding from the Department of Health.	EMCHW/CMCH	Quarterly Dads Group Family Days and fortnightly Peer-led community catch-ups currently being delivered. Online Dads Group Program content. Dads Group program being delivered in new parent group and antenatal program.	100%
Strategic Objective 1.2 Enable active lifestyles through inclusive, accessible and utilised public spaces				
Develop public spaces and parks through collaborative projects that encourage community ownership.	Advocate and plan for appropriate and adequate Early Childhood Education and Care licensed places for local families. Early Years initiatives include the completion of the Workforce Plan recommendations and working with local providers to advocate for the infrastructure and workforce needed to support the Department of Education Early Years Reforms rollout.	EMCWO/EMCHW/HVO	Local Context 2024-2032 finalised and sent to the Department of Education (DE) for the Kindergarten Infrastructure and Services Plan (KISP). DE provided limited feedback, with suggestions taken on board and sent back for final approval from the department.	100%
Advocate for funding to deliver planned priority projects (including, for example, the Bonnie Doon Recreation Reserve Masterplan and Botanic Park Masterplan).	In collaboration with the Sports and Recreation Reference Group, progress priority initiatives from the Sports Facility Strategy Update 2024 to respond to population growth and deliver Council's Fair Access Policy action plan to support participation of women and girls in sport. This includes development of new female friendly changerooms at the Mansfield Sporting Complex and formation of a women and girls in sport network through a VicHealth Local Government Partnership project.	EMCHW/CNWO	One 'Respect in Sport 101 workshop' has been held for local sporting clubs. This workshop has a focus on fair access and equity and aligns with Council's Fair Access Action Plan. Another has been planned in an outlying community in October 2026. The Sport and Recreation Reference Group met quarterly to discuss priority initiatives. Design works completed for female friendly changerooms and ender awarded at Sporting Complex.	100%
Partner with clubs and community groups to advocate for sports and community facilities and grow opportunities for all users.				
Council Plan Objectives 2025-2029	Budget Initiatives 2025-26	Responsible Manager	2nd Half Status	% Complete
Strategic Objective 1.3 Promote health and wellbeing across all life stages				
Advocate for funding to deliver the infrastructure for the Mansfield Emergency Services Precinct.	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 2024-25.	GO	The grant application for funding to establish stage one of the MESP was submitted to the State Government's Regional Precincts and Partnerships Program - Stream 2 Precinct Delivery in December 2025 – notifications are still pending. This project is Council's number one priority and has been included in Council's updated Advocacy Plan which has been distributed to relevant State and Federal Ministers and MPs. A MESP Stakeholder PCG has been established and includes representatives from Council (CEO, Communications and Grants Officer) as well as representatives from Mansfield & District Bank (Bendigo Bank) and Mansfield Emergency Precinct Committee. Monthly PCG meetings are held to discuss communications plan and further avenues for advocating for the project. MESP will be included as Council's priority project in future budget submissions.	100%
Promote healthy eating and active lifestyles across all age groups.				
Link public spaces by extending and upgrading path networks in line with the Footpath and Shared Path Strategy.	Deliver activities and programs for healthy eating and active living through RESPOND collaboration between Mansfield District Hospital and Mansfield Shire Council. Investigate opportunity for new Community Garden in collaboration with community partners.	EMCHW/HVO	The fresh fruit in schools and Mansfield Girls Can funding has been finalised. Dental Health week bags will be delivered to all students (kinder to senior) in August during dental health week. Some funding has been carried over to 26/27 to accommodate purchase of items. Meetings held with community members and Botanic Park volunteers to progress plans for community garden with the Friends of Botanic Park now actively involved in the Botanic Park bids.	100%
	Complete new shared path from Howqua Inlet to the Caravan Park in collaboration with community volunteers, continue the shared path along the Piries-Goughs Bay Road to Mountain Bay Drive and at Jamieson on the Mansfield-Woods Point Road to Gooley's Bridge in collaboration with community to ensure residents and visitors to our community aren't walking on the road unsafely.	EMCWO	All works completed as planned in close collaboration with Council for stage 1 of plan by community volunteers.	100%
	Support and promote breastfeeding through building Maternal Child Health (MCH) workforce capacity funded by the Department of Health Lactation Service Delivery Funding and supporting parents with lactation support through breast pump loan program.	EMCHW/CMCH	MCH now has two qualified IBCLC nurses. Third MCH completed 90 hours of lactation study but has not sat IBCLC exam. Three breast pumps available for loan and expressing kits provided at no cost to women. Families able to make additional appointment with MCH for breastfeeding support.	100%
Theme 2: Vibrant Liveability				
Council Plan Objectives 2025-2029	Budget Initiatives 2025-26	Responsible Manager	2nd Half Status	% Complete
Strategic Objective 2.1 Look after the land, the environment and our country character				
Protect natural vistas and farmland.	Continue to progress rectification works for closed landfills and landfill monitoring program to monitor results from new bores, including the repatriation of 340 Dead Horse Lane site.	GMIP/SCWE	Closed Landfill monitoring continues quarterly across all 5 sites. Monkey Gully now confirmed by EPA no longer requires Annual Report of monitoring results analysis (confirmed 29 Jan 2026). Visit with EPA undertaken in late February 2026 to inspect and discuss requirements for 340 Dead Horse Lane site. New Landfill Gas Bore results provided mid-February. Draft Aftercare Management Plans have been developed for other unlicensed closed landfills ready for approval to send onto EPA for endorsement.	100%
Continue to deliver waste education and camper waste activities in collaboration with community groups.				
Build, upgrade and maintain recreational tracks and trails in line with the Tracks				

and Trails Strategy. Partner with community groups and water authorities to improve waterway health (including Ford Creek, Mullum Wetlands and other waterways). Protect significant trees, expand tree planting and improve public spaces with opportunities for shade and better climate resilience. Manage bushfire risk through partnerships with community groups and emergency services.	Continue to implement the Climate Action Plan, including installation of solar arrays on Council buildings.	GMIP/SCWE	A detailed analysis of council facilities has been completed utilising the Trellis system. This has quantified savings made and new areas of focus for investment by Council to both decrease electricity consumption, and increase emergency resilience preparedness. Collaboration with Capital Works team is underway to prepare grant application to fund such investment, Environment team worked on a new strategic capital works program targeting Solar PV, inverter, and Battery installations. The Climate Action Plan is currently under review and due for Council Briefing in 2026/27. Council has purchased 1 x EV vehicle during 2025-26, and plans on purchasing additional EV vehicles during 2026-27FY. Solar arrays installed on Mansfield Community Centre and Bonnie Doon Recreation Reserve.	100%
	Continued 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.	GMIP/SCWE	HRLGN have adopted Council's advocacy position in relation to Planning Reform, and supported its adoption through to the Municipal Association of Victoria. Council also coordinated a petition to the upper house on 19/12/2025.	100%
	Continue to work collaboratively and actively with local community members and neighbouring shires to target and reduce European Wasp populations in the municipality.	GMIP/SCWE	2025-26 Wasp Program now concluded and considered a success. A total of >200 Queens were captured as part of the program. A total of 80L of sugar/yeast formula was collected by community to support the program. This program has been included in the Budget as a program which has received very positive community feedback.	100%
	Expand and review 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/SCWE	Festive period waste management completed which proposed an additional 35 bins across the shire. Much of these were dispatched in Bonnie Doon, Goughs Bay, and Jamieson. Local community groups like the GBAPA were part of the collaboration process as well as DEECA/FFM staff. A total 1827 bags of camper waste were also dropped off for free at the RRC between 19 December 2025 and 01 January 2026. Illegal dumping was kept to a minimum with public areas collected by Cleanaway on an increased frequency.	100%
	Continue the implementation of the Waste Strategy with promotion for an increased take up of the FOGO (green bin) service in urban areas and outlying townships. Investigate Container Deposit Scheme (CDS) collection through public bins.	GMIP/SCWE	Additional FOGO bins growing slowly at 1-2 additional services per week on average. Consideration for a smaller 120L sized FOGO bin also requested by community and was endorsed by Council on 30 June 2026. CDS Bins have been designed, manufactured and endorsed by Council to rollout across the Mansfield Shire. Installations are to commence from July 2026 and continue until August 2026. MoU with local business, Green Community Containers endorsed at June 2026 meeting. Vic Return funding of \$4,000 has helped with delivering infrastructure of 39 CDS bins across shire and Council recycled existing bin surrounds for the project. The new dual bins with local photography have been very well received by community.	100%
	Continue implementing the Mansfield Resource Recovery Centre (MRRC) Masterplan with upgrade works on the road network including upgrade of the access road to the MRCC.	GMIP/SCWE	The RRC Tip Access road reseal project was completed. Large RRC Shed cladding job also awarded under procurement to local contractor to instal walls and roller doors on either end to enclose the shed, making way for a relocation of the RRC re-use shop to support expansion of the shop and volunteer operation.	100%
	Complete grant funded Tracks and Trails Masterplan.	ECWO	Engagement and masterplan adopted by Council in June.	100%
	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).	GMIP/SCP	Draft flood modelling mapping has been received, engagement with the affected landowners commenced in June 2026 with phone calls made to the 31 affected landowners and follow up letters sent with the details of the Floor Level Surveys to be undertaken, commencing from 6 July. Study due for completion in 2026/27	60%
	Continue to implement the 5-year Street Tree Planting Program for enhancement of townscape character, beautification and preservation of natural assets.	EMCWO/MFS/CPG	Ongoing, community consultation occurred pre Christmas to allow residents to have their say in the planting program. 5 year plan has been updated to include these results and planting for 2025/26 completed with 190 trees planted.	100%
	Continue the successful "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 and the provision of a Tip Voucher for green waste disposal, available for collection through the Customer Service Centre.	GMIP/SCWE	Spring Clean-up event has concluded and was considered a success. Green waste voucher 25% uptake of vouchers.	100%
	Increased funding for weed management on Council managed roadsides and public spaces and mapping of roadsides for both weed infestation and conservation values.	GMIP/SCWE	Discussion seeking further funding with the Minister for Local Government Nick Staikos occurred during January 2026 with CEO. A letter was then sent 5 February by the Mayor highlighting the need for further funding following the recent January Bushfires and support needed for increased funding via the Roadside Weed and Pest Program to prevent the proliferation of weeds. Council has taken the initiative to develop partnerships and collaborative arrangements across multiple agencies to deliver a highly effective, coordinated approach to weed removal and management. This model has demonstrated strong outcomes. Savings have been allocated to additional spraying of Patterson's Curse in collaboration with Up2Us Landcare group during 2025-26, and the Paxton's Reserve revegetation initiative in collaboration with GBCMA, DEECA, DTP and Up2Us was a success.	100%

Council Plan Objectives 2025-2029	Budget Initiatives 2025-26	Responsible Manager	2nd Half Status	% Complete
Strategic Objective 2.2 Plan and deliver sustainable, future-ready infrastructure and land use				
Protect township character through the strategic planning program delivery and advocacy at a regional level to state government. Advocate and partner with other levels of government and responsible authorities to address infrastructure gaps in water, wastewater, transport, telecommunications and digital services. Coordinate land use with infrastructure investment and ensure new developments continue to contribute to infrastructure improvements to meet the demands of growth. Continue to work with the community and Goulburn Murray Climate Alliance on renewable energy projects including conversion of Council-owned/managed facilities. Improve the road network, drainage and parking in line with the Asset Plan and 10-year Capital Works Plan and engage the community in prioritisation.	Continue a program of Planning Scheme amendments over the next 2 years to implement new policy within the Mansfield Planning Scheme to complete and improve the protect the township 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 with Amendment C60mans.	GMIP/SCP	Planning Scheme Amendment C56 implementing the Design and Development Overlay (DDO) along the sections of the township approaches which did not already have an Overlay has been completed through C56mans Part 1 - 100% complete. C56mans Part 2 relates to improving DDO1 which already applies to a portion of land along the Maroondah Hwy / High Street township approach. The amendment has been reviewed by external consultants funded by the Regional Planning Hub, actions from the review will be progressed through July-Sep 2026 - 70% complete. The Flood Study was completed by external consultants and has been provided to Council, the community engagement commenced May 2026 and will be completed by August 2026. At the conclusion of the community engagement and review of the flood mapping a Planning Scheme Amendment will commence - 20% complete. The update of the Environmental Significance Overlays (ESO) is being completed alongside review of the existing MOU with Goulburn Murray Water (GMW) and is currently being negotiated. Once the MOU is updated and agreed to the content will translate in the Planning Scheme Amendment C62mans - 40% complete. The implementation of the Mansfield Planning Strategy through Planning Scheme Amendment C60mans has been authorised for exhibition which will commence July 2026 - 50% complete.	57%
	Complete Local Laws review (grant funded), 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.	EMDS/CC	The Local Laws review has been completed, incorporating enhanced protections for significant trees in response to community concerns regarding the loss of old red gums through subdivision activity. Following extensive community consultation and legal review, the new Local Laws were adopted at the Council meeting on 19 May 2026 and come into effect from 1 July 2026.	100%
	Progress Integrated Water Management (IWM) priority projects including Water Sensitive Township project for Goughs Bay to address barriers to growth and development.	GMIP	Council has completed the draft Goughs Bay Water Sensitive Town Feasibility, and has applied for a grant for a pilot project from that feasibility. Community engagement on the feasibility will be undertaken in 2026/27.	100%
Progress the Goughs Bay Water Sensitive Town Plan.	Continue to work with Telco partners to advocate for improved connectivity and network capacity.	GMIP/EDO	Council's Economic Development Officer reviewed all connectivity and network capacity, focusing on known gaps in the network as a priority. An assessment of the high risk sites has been undertaken in order to help direct advocacy for upgrades. Council also received approval for 2 new STAND sites for improved emergency communications.	100%
Advocate for funding to deliver the Resource Recovery Centre redevelopment masterplan, as a priority project.	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.	MPCG	Council has continued to provide strong advocacy to the community across a range of programs, from planning reforms to the ESVF (which disproportionately affects farming communities), blackspot road programs and road safety campaigns. Advocacy work continues and is ongoing.	100%
Progress the Lakins Road Industrial Precinct.	Advocacy to State Government on improvements required to the local arterial road network to address community concern over road safety and condition issues.	MPCG/EMCWO	Letters to the Minister have continued regarding the Deadhorse Lane x Mansfield-Whitfield Road roundabout. It was raised by Bev McArthur MP in parliament. Several letters have also been written to the Department of Transport and Planning (DTP) as well as other Ministers related to safe roads on the arterial network. Advocacy work continues and is ongoing.	100%
	Complete and implement the recommendations of a parking study as part of the High Street Masterplan to improve accessibility to the Mansfield township and respond to growth.	GMIP/MES	A draft parking study has been completed, and is under going final review by Council officers, prior to undertaking community engagement.	80%
	Continue to progress Lakins Road Industrial Precinct, through the completion of an option and feasibility assessment for the balance of industrial land at 141 Lakins Road, to maximise value for residents and ratepayers, following settlement of contracted land sale of Lot 1.	EMDS	Feasibility and concept design are complete, with funding applications submitted and key approvals and servicing investigations well advanced. The project is progressing toward shovel ready stage, with final design and costings nearing completion. A Council resolution to proceed was endorsed by Council on 19 May 2026 and an application submitted to the Trunk Infrastructure Fund.	100%
	Host bi-annual speed-dating workshops for stakeholders and landowners to facilitate and deliver new housing and development opportunities.	GMIP/EDO	Speed dating workshops held in September 2025 and March 2026 and well attended.	100%
	Complete the development of the Infrastructure Plan to respond to residential growth and facilitate development infrastructure planning to be funded through developer contributions.	GMIP	The draft Mansfield Infrastructure Plan has been received and reviewed with Councillors, and will be put out to public engagement in the first quarter of 2026/27.	80%
Strategic Objective 2.3 Enhance recreation, sport and community facilities				
Promote and enhance use of Mansfield Performing Arts Centre.	Mansfield Station Precinct Activation – Following the successful grant application, the work for the precinct will be delivered over two financial years including a new pump track and shared paths, a fenced dog park, carparking, Changing Places facility and all abilities playground, refurbishment of the Goods Shed and Fertiliser Shed, Taungurung art trail and fit out of the Mansfield Heritage Museum. Council will continue to work with Mansfield Historical Society and other project partners including Taungurung Land and Waters Council on the design and delivery of the Heritage Museum fit out.	EMCWO	Design works have progressed with stakeholder engagement for the Changing Places facility, the all abilities playground, the Fertiliser Shed and the Taungurung art trail. A contract has been awarded for the pump track, Dog Park, Goods Shed, Platform toilets, with procurement progressing for other packages. Museum fit-out on track for completion in September 2026 so that the exhibition fit-out can begin with plans for a soft opening in December 2026. Works are on track for completion in 2026/27.	60%
Deliver the Station Precinct Masterplan including commercial and community activation.	Support the Sport and Recreation Reference Group and the Aquatic Facilities Working Group to bring together Council and community members to provide advice and direction on local needs and initiatives and to progress design plans for a year-round aquatic facility.	EMCHW/CNWO/EMCWO	Ongoing. Regular meetings are held for the AFWG and stakeholders to keep them up to date with the progress of the LAPS upgrade project and Sports & Recreation Group meeting regularly.	100%
Continue to work toward year-round access to aquatic facilities in collaboration with the Aquatic Facilities Working Group.	Deliver an upgraded toilet and other facilities at Lords Reserve, in addition to the new Pavilion for user groups based on the detailed design plans and successful grant application.	EMCWO	Refurbishment and upgraded clubrooms is complete. Pavilion and remaining infrastructure work is on track to complete in 2026/27.	60%
Explore opportunities for expanding community sporting and recreation facilities (including basketball, cricket, football, netball and soccer) in collaboration with the Sports and Recreation Reference Group.				

Council Plan Objectives 2025-2029	Budget Initiatives 2025-26	Responsible Manager	2nd Half Status	% Complete
Strategic Objective 2.4 Strengthen and diversify the local economy and visitor appeal				
Advocate for priority projects from key strategic plans (such as the Delatite Valley Plan, Goughs Bay Plan, Bonnie Doon Plan and Lake Eildon Masterplan).	Complete the Delatite Valley Plan and progress planning and advocacy for key initiatives and priority projects in collaboration with the Delatite Valley Association, Tourism North East (TNE) and community stakeholders. Work with the Tourism stakeholder group to develop and implement the Destination Management Action Plan from Council's adopted Sustainable Tourism Plan.	GMIP/SCP/SCED	The Delatite Valley Plan (DVP) has had four rounds of community engagement, with the final round resulting in 16 submissions. The final draft will be presented to Council for adoption at the August Council Meeting. The Destination Management Action Plan was adopted by Council and is being implemented by Council Officers.	90%
Support community events and festivals that bring all people together from across the Shire.				
Implement and deliver the Tourism Destination Management Action Plan.	Continue advocacy and seek funding opportunities for priority projects from the Lake Eildon Masterplan (including landscaping and carparking at Goughs Bay Boat Club, Skyline Road and enabling infrastructure at Goughs Bay). Complete grant funded Tracks and Trails Masterplan.	EMCWO/MPCG	Council applied for grant funding for the Goughs Bay Water Sensitive Town pilot project and continued advocacy for priority projects in collaboration with the re-formed LEAD group (Lake Eildon Activation Drivers). The Tracks and trails Masterplan was adopted at Council Meeting on 30 June 2026.	40%
Create conditions that enable local businesses and employers to thrive.	Complete and adopt the draft 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.	GMIP/SCP	The Goughs Bay Plan has been adopted - 100% complete . The Delatite Valley Plan (DVP) will be presented to Council for adoption at the August Council Meeting. - 90% complete .	70%
Create opportunities for community-led initiatives that contribute to economic development through collaboration and partnerships, including the Delatite Chamber of Commerce.	Establish Tourism Reference Group to progress priority projects from the Sustainable Tourism Plan, in collaboration with Tourism North East (TNE) and industry stakeholders.	GMIP/SCED	The Planning Scheme Amendment C61mans to implement the Bonnie Doon and Merton Plans has been drafted and is currently on hold and planned to progress in July 2026 in accordance with the Strategic Planning Program - 20% complete .	
	Deliver priority road upgrade projects including completion of upgrades to Highton Lane and Rifle Butts Road, upgrade of the Rifle Butts/Ogilvies Road intersection and construction of a new roundabout at the Monkey Gully Road intersection (IMPACT Route works). Sealing of 1km of Walsh's Road, Goughs Bay over the next 2 years in consultation with DEECA and township sealing works for Church Street and New Street, Mansfield.	EMCWO/MMP	Council officers have been developing the Destination Management Action Plan as an action from the Sustainable Tourism Plan, in conjunction with tourism operators through the Delatite Chamber of Commerce. A first round Expression Of Interest has gone out to Industry with 4 members submitting interest. A secondary EOI process will go out in July and the group will be formed in August.	50%
	Commence works on the priority road safety improvements at intersections with arterial roads including Mt Buller Road and the Heavy Vehicle Alternative Route, starting with the identified black spot at the intersection of Dead Horse Lane and Mansfield-Whitfield Road (State Government owned road).	GMIP/SCES/EMCWO	All projects now complete and completion report submitted.	100%
			Contract awarded for roundabout. Design approved by DTP. Works planned to commence in 2026/27.	25%
Theme 3: An Effective and Efficient Council				
Council Plan Objectives 2025-2029	Budget Initiatives 2025-26	Responsible Manager	2nd Half Status	% Complete
Strategic Objective 3.1 Deepen community engagement and foster civic responsibility				
Engage with community asset committees to continue to listen and act on community needs for the development of community facilities.	Development and adoption of the new Council Plan through a deliberative engagement process.	MPCG	Completed.	100%
Continue community collaboration, including with Mansfield District Hospital and Mansfield Autism Statewide Services for the further development and use of their facilities and important community services.				
Continue to listen and engage meaningfully with the community on decisions that impact them.				

Strategic Objective 3.2 Ensure responsible and innovative resource management				
Continue to grow other revenue and support community needs through advocacy and grant applications. Identify methods of providing greater value for money from community partnerships, donations and volunteerism. Collaborate with other shires and take advantage of opportunities through shared services and collaborative procurement. Continue developing Council's organisational capacity through effective workforce planning. Continuously improve Council's customer service experience.	Identify opportunities and continue to grow revenue through grant applications. (Objective 5 Prosperous: Industries, businesses, and workforces of the future)	GMIP/GO	Grants applied for: Tiny Towns Fund - Round 3 - Jamieson Police Stables Restoration - \$50,000 Look Over the Farm Gate - Round 2 - Unbreakable Farmer Workshop - \$5,000 Foundation Rural Regional Renewal - Jamieson Equipment Shed and Sandbagging area upgrade - \$25,000 Trunk Infrastructure Fund - Stage 1 Lakins Road Industrial Precinct - \$2,000,000 Safer Local Roads and Infrastructure Program - Tranche 5 - Design and Construction Graves Road Bridge Mansfield - \$1,271,712 Integrated Water Management: Stream 1 - Partnerships Projects - Goughs Bay Integrated Water - \$240,553 Country Football Netball Program 2026-27 - Lighting the Way for AFLW in Mansfield - \$250,000 DEECA 100 neighbourhood Batteries Program - Creating Reliable Energy Mansfield \$70,853 (still waiting for notification) Local Jobs Program - Mansfield's Skilled Pathways Initiative - \$204,520 25-26 Local Sports Infrastructure Fund - Bonnie Doon Netball Court Dual Upgrade - \$447,000 (unsuccessful) Safer Local Roads and Streets Program (SLRSP) - Upgrading School Crossings in Mansfield Township - \$321,000 VicHealth Partners in Place - Community Wellbeing & Active Living Project \$500,000 Business Acceleration Fund 2023-2027 - VISION (Virtual Intelligence for Service Innovation and Operational Navigation) - \$1.4m TAC - Mansfield Safer Streets Initiative - VMS with Radar - \$26,425 Living Libraries Infrastructure Program (LLIP) 2025-26 - Mobile Library Van - \$248,000	100%
	Grow revenue through successful grant applications. (Objective 7 Financial sustainability and value for money)	GMIP/GO	Successful funding received: Safer Local Roads and Streets Program (SLRSP) - Upgrading School Crossings in Mansfield Township - \$321,000 Look Over the Farm Gate - Round 2 - Unbreakable Farmer Workshop - \$5,000 TAC - Mansfield Safer Streets Initiative - VMS with Radar - \$26,425 2025-26 Cemetery Grants Program - Jamieson Cemetery \$17,565 Australian Cricket Infrastructure Fund (ACIF) - College Park upgrades - \$25,000 Sport and Recreation Victoria - Mansfield LAPS - Learner Accessible Pool Scheme Package - \$1,000,000 Main project & \$46,134 for Participation Initiative Living Libraries Infrastructure Program (LLIP) 2025-26 - Mobile Library Van - \$248,000 Department Energy, Environment and Climate Action - Station Precinct New Dog Park - \$250,000	100%
	Increased frontline resources with increased presence within the Local Laws team, with the training of a Junior Local Laws Officer and Field Services team members to support increased in-house tree maintenance and road resheeting.	EMDS/CC	The organisational structure of the Local Laws Department was reviewed and a Local Laws Team Leader has been appointed to the role. The Junior Local Laws position concluded on 30 June. Field Services team members have supported in house tree maintenance and road resheeting and also completed the Walshs' Road Upgrade construction works.	100%
	Continue to progress the Collaborative Digital Transformation Project including support for backfill of key organisational resources during the introduction of new core systems.	GMIP/PMRCTP	Civica Altitude has been successfully implemented in all four Councils in the collaboration. Council officers have progressed work on the implementation of Health and Waste Water and Animals and Infringements.	100%
	Deliver improved in-house maintenance and development of Council's internet and intranet platforms with the appointment of a new Communications Digital Officer.	MPCG	This appointment facilitated a comprehensive audit of Council's web and intranet content which created the foundations for a successful migration of the internet and intranet to new more effective platforms that achieve significant cost savings.	100%
	Continue to improve efficiency by digitisation of Council records and implementation of new systems for finance, payroll and customer request management (CRMS).	GMIP/PMRCTP	Civica Altitude has been successfully implemented in all four Councils in the collaboration, providing a new platform for finance, payroll and customer request management. Digitisation of records continue through records team.	100%
	Continue the Undergraduate Program to employ and develop students with technical abilities to provide a future employment pipeline in difficult to fill roles.	MPCG/CPC	Ongoing.	100%
	Continue to deliver the employee induction program and learning and development opportunities to attract, retain and develop our workforce.	MPCG/COW	Ongoing.	100%
	Continue to manage and reduce consultancy fees and contractor costs through use of in-house Council officer expertise.	All	Whenever possible, Council looks at delivering projects/programs internally. During 2025/26 Council delivered the Local Laws Review and the Integrated Transport Strategy priority projects for Ovens Murray	100%
	Introduce new Rates and Property system through Collaborative Digital project.	GMIP/PMRCTP	Civica Altitude has been successfully implemented in all four Councils in the collaboration, providing a new platform for rates and property.	100%

Council Plan Objectives 2025-2029	Budget Initiatives 2025-26	Responsible Manager	2nd Half	% Complete
Strategic Objective 3.3 Maintain strong governance, transparency and accountability				
Transparent decision-making with 'no surprises'.	Continue to report to Council on Local Government Reporting Framework results.	MPCG/CGR/FCO	Ongoing. Full-year LGPRF report to be presented to Council for the period 1 July 2025 - 30 June 2026.	100%
	Continue monthly CEO Report to Council including progress against Council Plan Actions.	CEO/EMCHW	Council Plan Actions full year report to be presented at the August Council briefing and meeting.	100%
	Continue to use the Community Engagement Framework and Engage platform to provide timely and accurate information and seek community feedback.	MPCG	Ongoing.	100%
Provide the community with transparent information about Council plans, strategies and performance.	Adoption of a new 10 Year Financial Plan through a deliberative engagement process.	FCO	Completed.	100%
	Identify opportunities and continue to grow revenue through careful management of investments.	FCO	Ongoing.	100%
	New financial system introduced to build capacity gains and improved forecasting through Collaborative Digital project.	FCO/PMRCTP/GMIP	Civica Altitude has been successfully implemented in all four Councils in the collaboration, providing a new platform for property and rates, finance, payroll and customer request management.	100%
	Improve monthly financial management reporting to provide timely and accurate forecasts.	FCO	With new system implemented, this is an ongoing priority.	100%
	Reduce ongoing storage cost of records by review and destruction of obsolete records in accordance with regulatory requirements.	EMDS/CCSIM	Project duration of two years and we are on Track.	100%
Manage risk and financial sustainability and continue to deliver value for money with a focus on rating fairness.				