

## Strathbogie Shire Council

# 2021-25 Council Plan

## 2024-2025 Actions To 30 June 2025

The Strathbogie Shire is a region of natural beauty with vibrant communities who are respectful, optimistic and inclusive.

We have a strong sense of belonging and of our collective history. We care deeply for Country and First Nations people.

We are bold. We embrace opportunities. We welcome you.

1. Focus. Create. Unite			Council's Role	Completion Date	Status
1.1.1	Work in partnership with the Taungurung Land and Waters Council to implement the Memorandum of Understanding.	Engaged Public Health and Wellbeing	Deliver	30 June 2025	Complete.
1.1.2	Continue to meet with the Taungurung Land and Waters Council to review, monitor and provide feedback on the implementation of infrastructure projects in line with the Land Use Activity Agreement.	Engaged Public Health and Wellbeing	Deliver	30 June 2025	Complete. A minimum of 8 meetings have occurred the past 12 months. Participation in the TLAWC Local Government Forum.
1.1.3	Embed a Partnership Plan, outlining the approach, principles and assessment criteria, across the organisation.	Public Health and Wellbeing	Deliver	31 March 2025	Not achieved. Advocacy is a focus in the 2025-26 Council Plan Action Plan.
1.1.4	Prepare and adopt a Social Inclusion Strategy which adopts an intersectionality approach to identify the guiding principles to promote equal rights and opportunities for everyone, redressing social and economic inequalities		Deliver	31 March 2025	In progress - will be finalised by 2026.
1.1.5	Complete the review and implement the Arts and Culture Strategy to support the community in driving diversity in activities and events.	Engaged Public Health and Wellbeing	Deliver	28 February 2025	Complete. New eight year Strategy and annual action plan to be developed in 2026.
1.1.6	Continue to work with the Taungurung Land and Waters Council/other First	Engaged Public Health and Wellbeing	Partner	30 June 2025	Complete.

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Nations people residing in our shire and the community on the integration of cultural awareness into existing programs.				
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**Performance Indicators | 1. Engage. Create. Unite.**

Measure	Data Source	Council Role	Reporting Frequency	2025 Result	Target
Satisfaction rating - art centres and libraries	Annual Community Satisfaction Survey	Deliver	Yearly	69	68
Satisfaction rating - lobbying	Annual Community Satisfaction Survey	Advocate	Yearly	49	44
Satisfaction rating - consultation and engagement	Annual Community Satisfaction Survey	Deliver	Yearly	50	44
Satisfaction rating - informing the community	Annual Community Satisfaction Survey	Deliver	Yearly	52	49
Satisfaction rating - community decisions	Annual Community Satisfaction Survey	Deliver	Yearly	46	37
Meetings conducted with the eight Action Groups	Council Data	Deliver	Yearly	7	Two per year

**2. Live. Access. Connect**

			Council's Role	Completion Date	Status
2.1.1	Implement the Asset Plan. Local Government Act 2020 requires new Council to deliver Asset plan by October 2025	Engaged Public Health and Wellbeing	Deliver	30 June 2025	Complete. Adopted by Council 17 June 2025.
2.1.2	Lobby State and Federal governments to fund improved digital and telecommunications infrastructure - Telstra, Ausnet, 3G closure.	Engaged Public Health and Wellbeing	Advocate	30 June 2025	In progress. Continued advocacy ask. Participation in Ausnets Strathbogie Benalla Community Liaison Group. Significant upgrades have been proposed in the AER 2026-2031 Budget Bid to improve energy reliability. Continued

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					advocacy with telecommunications providers, upgrade completed on Mount Wombat, current negotiation for an improvement to the Nagambie Telstra Tower.
2.1.3	Work with community groups to expand existing community bus services.	Public Health and Wellbeing	Advocate	30 June 2025	Complete.
2.1.4	Support the work being undertaken by the Euroa Mountain Bike Club to develop a mountain bike track at Balmattum Hill through advocacy with Parks Victoria and relevant government departments		Deliver	30 Sept 2024	Complete. Feasibility and cost benefit study presented to Council. Further work required to undertake CHMP, and land acquisition.
2.1.5	Prepare a Play and Open Space Strategy.	Engaged Public Health and Wellbeing	Deliver	31 July 2024	Complete. Strategy adopted 20 August 2024
2.1.6	Review and implement the Tracks and Trails Strategy to improve connectivity and physical activity across the municipality.	Engaged Public Health and Wellbeing	Deliver	30 June 2025	In progress: Has been incorporated into the new Council Plan to be consolidated with other similar Strategies
2.1.7	Scope and secure funding to development a Cycling Strategy.		Deliver	31 March 2025	In progress: Community consultation has occurred for the Active Transport Strategy. Work will continue as an action in the 2025-26 Council Action Plan “consolidate tracks, trails and footpaths and strategies”
2.1.8	To clarify land arrangements with VicTrack for the car park precinct (Saleyard Road and Bank Street, Avenel) including a funding commitment to upgrade the area		Deliver	30 June 2025	In progress: Continued advocacy underway
2.1.9	Work collaboratively with the Department of Transport and Planning to address the community’s safety concerns (Saleyard Road and Bank Street, Avenel) in a coordinated		Deliver	30 June 2025	In progress: Continued advocacy underway
2.1.10	Advocate to the State and Federal Governments for a funding commitment to deliver a solution for Kirwans Bridge that extends the bridge life by more than 50 years.		Advocate and Deliver	30 June 2025	In progress: continued advocacy underway

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<b>2.1.11</b>	Advocate to the State Government regarding for a solution to Chinamans Bridge and urgent funding to implement the solution.		Advocate and Deliver	30 June 2025	In progress: Funding has been sourced and budget allocated in 2025-26 capital budget. Demolition permit received by Heritage Victoria.
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**Performance Indicators | 2. Live. Access. Connect**

Measure	Data Source	Council Role	Reporting Frequency	2025 Result	Target
Satisfaction rating - local streets and footpaths	Annual Community Satisfaction Survey	Deliver	Yearly	48	45
Satisfaction rating - lobbying	Annual Community Satisfaction Survey	Advocate	Yearly	44	51
Percentage completion - projects delivered in capital expenditure budget	Council Data	Deliver	Yearly	89%	Maintain
Infrastructure per head of municipal population	Local Governance Performance Reporting Framework (Know Your Council)	Deliver	Yearly	\$29,265 *Population provided from 2024 statistics	Increase
Asset renewal and asset upgrade as a percentage of depreciation	Local Governance Performance Reporting Framework (Know Your Council)	Deliver	Yearly	120%	Increase
Success of Top five asks in Councils' Advocacy Ask	Advocacy Ask Document	Advocate	Yearly	Significant upgrades have been proposed in the AER 2026-2031 Budget Bid to improve energy reliability Continued advocacy with telecommunications providers, upgrade completed on	Funding allocated by State and Federal Governments

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				Mount Wombat, current neogitation for an improvement to the Nagambie Telstra Tower.	
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3 Protect. Enhance. Adapt.			Council's Role	Completion Date	Status
3.1.1	Implement the Climate Change Action Plan for Council operations, which explores initiatives such as an urban forest strategy, micro-grids for our towns and auditing council facilities to identify opportunities to minimise their net environmental impact.	Engaged Public Health and Wellbeing	Deliver	30 June 2025 (year four actions)	Complete: Climate Change Action Plan 2022-2027 continues to be delivered. Climate change action plan implementation delivered biannually. Four of the 2024/25 actions are now complete. Five actions are in progress; and are near completion.
3.1.2	Integrate the Naturally Cooler Town initiative into day-to-day operations in partnership with the Goulburn Murray Climate Alliance.	Public Health and Wellbeing	Partner	30 June 2025	Complete: The Naturally Cool Town initiative is complete and the watering and maintenance of the trees is underway.
3.1.3	Complete the Violet Town landfill rehabilitation project. EPA sign off pending.	Engaged Public Health and Wellbeing	Partner	30 June 2025	In progress: Independent auditors have signed the rehab project off as complete and it is now sitting with the EPA. Following sign off after-care management will revert to Council.
3.1.4	Continue to involve the community in tree planting projects across the Shire.	Engaged Public Health and Wellbeing	Advocate	30 June 2025	In progress: Work still underway with community groups as required
3.1.5	Advocate to Federal and State governments for investment in reliable power supply infrastructure with a focus on renewable energy.	Engaged Public Health and Wellbeing	Deliver	30 June 2025	In progress: Participation in Ausnets Strathbogie Benalla Community Liaison Group. Significant upgrades have been proposed in the AER 2026-2031 Budget Bid to improve energy reliability.
3.1.6	Continue to support community recovery from the October 2022 Flood Event.	Engaged Public Health	Deliver	30 June 2025	Complete. Funding ceases February 2026

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		and Wellbeing			
3.1.7	Develop and adopt a Fair Access Policy (in line with State Government requirement). Complete, Fair Access Policy adopted June 2024.	Engaged Public Health and Wellbeing	Deliver	30 June 2025	Complete.
3.1.8	Strengthen project scoping and design outcomes to maximise environmental benefit, including the management of stormwater to improve water quality.		Deliver	30 June 2025	In progress.
3.1.9	Creation of a Significant Tree Register.		Deliver	30 June 2025	In progress.
3.1.10	Continue advocacy in partnership with Goulburn Valley Water, opportunities to green open spaces in towns with recycled water from the towns' wastewater treatment plant. Active member of Greening Euroa		Partner	30 June 2025	In progress: Opportunities for grants are being investigated and talks are continuing with GVW.
3.1.11	Review and implement actions from the Domestic Wastewater Management Plan to support growth within existing townships and mitigate health risks from wastewater.		Deliver	30 June 2025	In progress.
3.1.12	Deliver education program to enhance community understanding of the new four bin system		Deliver	30 June 2025	Complete.
3.1.13	Advocate for funding for the implementation of the Municipal Drainage Strategy.		Partner	30 June 2025	Complete - funding received.
3.1.14	Understand the outcomes of the Civic Accommodation Study and present findings and recommendations to Council.		Partner	30 June 2025	Complete - report presented at the July 2024 Council meeting.

**Performance Indicators | 3. Protect. Enhance. Adapt.**

Measure	Data Source	Council Role	Reporting Frequency	2025 Result	Target
Satisfaction rating - waste management services	Annual Community Satisfaction Survey	Deliver	Yearly	69	70

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Number of education sessions delivered to schools or community groups	Council Data	Partner	Yearly	56	N/A
Average waste diversion rate	Monthly data supplied by Contractor and reported on in monthly council report.	Partner	Monthly	68.38%	70%
Contamination rate in our organics stream	Monthly data supplied by Contractor and reported on in monthly council report.	Partner	Monthly	1.40%	Less than 2%
Satisfaction rating - environmental sustainability	Annual Community Satisfaction Survey	Deliver	Yearly	58	57
Delivery of progress report - Climate Change Action Plan Implementation	Council Data	Deliver	Biannually	Four of the 2024/25 actions are now complete. Five actions are "in progress" and are near completion	Biannual reporting

<b>4. Inclusive. Balance. Safe.</b>			<b>Council's Role</b>	<b>Completion Date</b>	<b>Status</b>
<b>4.1.1</b>	Implement year two actions of the Economic Development Strategy.	Engaged Public Health and Wellbeing	Deliver	30 June 2025 (year four actions)	Complete.
<b>4.1.2</b>	Continue to implement the recommendations of the Strathbogie Planning Scheme review.	Public Health and Wellbeing	Deliver	30 June 2025	In progress: RRLUS and UGS on track to be adopted by December 2025

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4.1.3	Continue to advocate for the development of the Mangalore Airport as a freight intermodal and transport/industrial hub.		Advocate	30 June 2025	Complete.
4.1.4	Undertake the development of the Euroa Railway Precinct Master Plan.		Deliver	30 June 2025	In progress: Consultation to occur in the near future
4.1.5	Continue advocating to Australian Rail Track Corporation (ARTC) for a community led outcome for the redesign of Euroa railway infrastructure.		Advocate	30 June 2025	In progress: ongoing, until works are complete
4.1.6	Finalise and adopt the Avenel 2030 Strategy to guide future development and growth while maintaining local character. Complete, adopted October 2024.	Engaged	Deliver	30 June 2025	In progress: Adoption on hold due to the updates required following the adoption of other key strategic planning documents
4.1.7	Participate in Goulburn Regional Tourism Inc	Engaged Public Health and Wellbeing	Partner	30 June 2025	Complete and ongoing

**Performance Indicators | 4. Inclusive. Balance. Safe.**

Measure	Data Source	Council Role	Reporting Frequency	2025 Result	Target
Planning permit applications decided within 60 statutory days	Planning Permit Activity Report	Deliver	Yearly	85%	78%
Satisfaction rating - building and planning permits	Annual Community Satisfaction Survey	Deliver	Yearly	42	47
Satisfaction rating - business development & tourism	Annual Community Satisfaction Survey	Deliver	Yearly	57	56
Satisfaction rating - tourism development	Annual Community Satisfaction Survey	Deliver	Yearly	59	57
Average monthly visitation to the Nagambie Lakes Visitor Information and Euroa Visitor Information Centres	Local Government Performance Reporting Framework data (Know Your Council)	Partner	Monthly	323	300
Median number of days to decide on a planning permit application	Local Government Performance Reporting Framework data (Know Your Council)	Deliver	Yearly	Data not currently available	44 days

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Asset renewal and asset upgrade as a percentage of depreciation	Local Government Performance Reporting Framework data	Deliver	Yearly	120%	107.16
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<b>5. Strong. Healthy. Safe</b>			<b>Council's Role</b>	<b>Completion Date</b>	<b>Status</b>
5.1.1	Prepare a Play and Open Space Strategy. Complete, adopted by Council August 2024.	Public Health and Wellbeing	Deliver	31 July 2025	Complete.
5.1.2	Continue to deliver a series of events and initiatives to support healthy eating practices, reduced obesity and increased physical activity. Ongoing	Public Health and Wellbeing	Deliver	30 June 2025	Complete.
5.1.3	Complete the annual audit of tobacco sales inspections, prosecuting those businesses who sell tobacco to people under the age of 18 years. Complete	Public Health and Wellbeing	Deliver	30 June 2025	Complete.
5.1.4	Continue to deliver a range of Youth Leadership Events and Activities across the municipality. Action complete, ongoing programs to be implemented.	Public Health and Wellbeing	Partner	30 June 2025	Complete. Series of youth events delivered annually.
5.1.5	Review the Public Open Space Contributions Policy.	Public Health and Wellbeing	Deliver	30 June 2025	Not achieved: due to Strategic work program, will be referred to consideration for the strategic work program 2025-2029
5.1.6	Promote participation and continue to deliver MCH programs for 0- 4-year-olds	Public Health and Wellbeing	Deliver	30 June 2025	Complete.
5.1.7	Implement an annual action plan for health and wellbeing priorities identifying partnerships that will support the delivery of the plan.	Public Health and Wellbeing	Partner	30 June 2025	Complete.
5.1.8	Participate in 16 Days of Activism Against Gender Based Violence - deliver local initiatives throughout the municipality. Complete - participate in December 2024.	Public Health and Wellbeing	Deliver	31 December 2024	Complete.
5.1.9	Educate and raise awareness on ageism and elder abuse through an educational campaign that challenges ideologies.	Public Health and Wellbeing	Deliver	30 June 2025	Complete.

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5.1.10	Review and implement programs to drive increased participation at our aquatic facilities informed by the Strathbogie Community Pools Strategy 2019-2029. Ongoing, working with Friends of Pool.	Public Health and Wellbeing	Deliver	30 June 2025	Complete.
5.1.11	Deliver community led actions through the implementation of the Domestic Animal Management Plan, which may include further off leash dog parks.	Public Health and Wellbeing	Deliver	30 June 2025	Complete. Annual progress report tabled in August annually.
5.1.12	Develop and implement a communication and engagement plan to promote the health and wellbeing benefits of volunteering. Complete - "Local Legends" volunteer week activities.	Public Health and Wellbeing	Deliver	31 December 2024	Complete.
5.1.13	Continue to monitor the compliance of Council's emergency management framework with changing legislative requirements	Public Health and Wellbeing	Deliver	30 June 2025	Complete. All Plans and reviews are on Council's website.
5.1.14	Continue to advocate to Department of Transport around improving road safety and aligning speed limits with community expectations.	Public Health and Wellbeing	Advocate	30 June 2025	Complete and ongoing.
5.1.15	Explore options for the development of a local law around smoking in Council owned public places.	Public Health and Wellbeing	Advocate	30 June 2025	Complete: under the <i>Tobacco Act 1987</i> which includes statewide bans in certain outdoor areas such as playgrounds, sporting venues and within ten meters of public building entrances.

**Performance Indicators | 5. Strong. Healthy. Safe**

Measure	Data Source	Council Role	Reporting Frequency	2025 Result	Target
Satisfaction rating - appearance of public areas	Annual Community Satisfaction Survey	Deliver	Yearly	72	73

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Satisfaction rating - recreational facilities	Annual Community Satisfaction Survey	Deliver	Yearly	64	67
Annual total attendance figures for all aquatic facilities	Council Data	Deliver	Yearly	18,450	18,361
Number of completed tobacco sale audits to under 18's	Council Data	Deliver	Yearly	Not delivered	Not delivered
% of children enrolled who participate in Maternal and Child Health services	Local Government Performance Reporting Framework data (Know Your Council)	Partner	Yearly	71%	74%
Percentage of Aboriginal children enrolled who participate in Maternal and Child Health Services	Local Government Performance Reporting Framework data (Know Your Council)	Partner	Yearly	62%	87%
Percentage of infants enrolled in Material Child Health services who participate in 4-week key stage visit.	Local Government Performance Reporting Framework data	Partner	Yearly	110%	90%

<b>6. Accountable. Transparent. Responsible</b>			<b>Council's Role</b>	<b>Completion Date</b>	<b>Status</b>
<b>6.1.1</b>	Implement the Workforce Plan 2021-2025.		Deliver	31 July 2025	In progress: Actions for the current workforce plan that remain open or are ongoing.
<b>6.1.2</b>	Implement actions of the Gender Equity Action Plan 2021-25.	Engage	Deliver	30 June 2025	In progress: New Gender Equality Action Plan that will reflect on actions in the current plan that remain opening or ongoing
<b>6.1.3</b>	Develop and implement an Information Technology Strategy to ensure the organisation has a suite of fully integrated systems to maximise operational efficiency		Deliver	30 June 2025	Not achieved: Information Technology Strategy action in the 2025-26 Council Plan Annual Action Plan.
<b>6.1.4</b>	Incorporate the gender impact assessment tool into decision making processes to assess the gendered impacts of policies, programs and services	Engage	Deliver	30 June 2025	Complete and ongoing.
<b>6.1.5</b>	Support the Audit and Risk Committee in completing its work plan.		Partner	30 June 2025	Complete.

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6.1.6	Complete an audit of Council's property portfolio to identify options to maximise community benefit.	Engage	Deliver	30 June 2025	Complete.
6.1.7	Implement the Action Plan in response to the 2023/24 staff satisfaction survey.	Engage	Deliver	30 June 2025	Complete.
6.1.8	Implement an ongoing good governance training program for Councillors and staff, including self-assessment elements.		Deliver	30 April 2025	Complete.
6.1.9	Review our Customer Service Charter in partnership with a Community Panel to refine our service standards and response times		Deliver	30 June 2025	Not achieved: Customer Focused Service Charter action in the 2025-26 Council Plan Annual Action Plan.
6.1.10	Analyse options for, and develop a plan for implementation, of an integrated performance reporting software system to efficiently collate mandatory reporting requirements and monitor performance around the delivery of this Plan.		Deliver	30 June 2025	Complete: Analysis of performance reporting undertaken. Existing system utilised.
6.1.11	Development and implementation of a comprehensive gender equity framework through policies, training and proactively acting on feedback from staff, Councillors, and the community.	Engage	Deliver	30 June 2025	Complete: While there is no written Gender Equality Framework, all policies were reviewed in light of gender equality. Also reflected in any training opportunity and delivery amounting to a practical framework for Council's interaction with staff and community.
6.1.12	Explore leadership training program options.	Engage	Deliver	30 June 2025	Complete: training for Councilors undertaken. Mandatory and elective.

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<b>Performance Indicators   6. Accountable. Transparent. Responsible</b>					
<b>Measure</b>	<b>Data Source</b>	<b>Council Role</b>	<b>Reporting Frequency</b>	<b>2025 Result</b>	<b>Target</b>
Satisfaction rating Customer Service	Annual Community Satisfaction Survey	Deliver	Yearly	68	68
% of staff with procurement responsibilities completed procurement and probity training	Council Data	Deliver	Yearly	69%	100%
Satisfaction rating - Overall performance	Annual Community Satisfaction Survey	Deliver	Yearly	48	36
Satisfaction rating - Overall direction	Annual Community Satisfaction Survey	Deliver	Yearly	58	23
Satisfaction rating - Value for Money	Annual Community Satisfaction Survey	Deliver	Yearly	40	35
Satisfaction rating -Community decisions	Annual Community Satisfaction Survey	Deliver	Yearly	46	37
Expenses per head of municipal population	Local Government Performance Reporting Framework data	Deliver	Yearly	Data not currently available	
Recurrent grants per head of municipal population	Local Government Performance Reporting Framework data	Deliver	Yearly	Data not currently available	