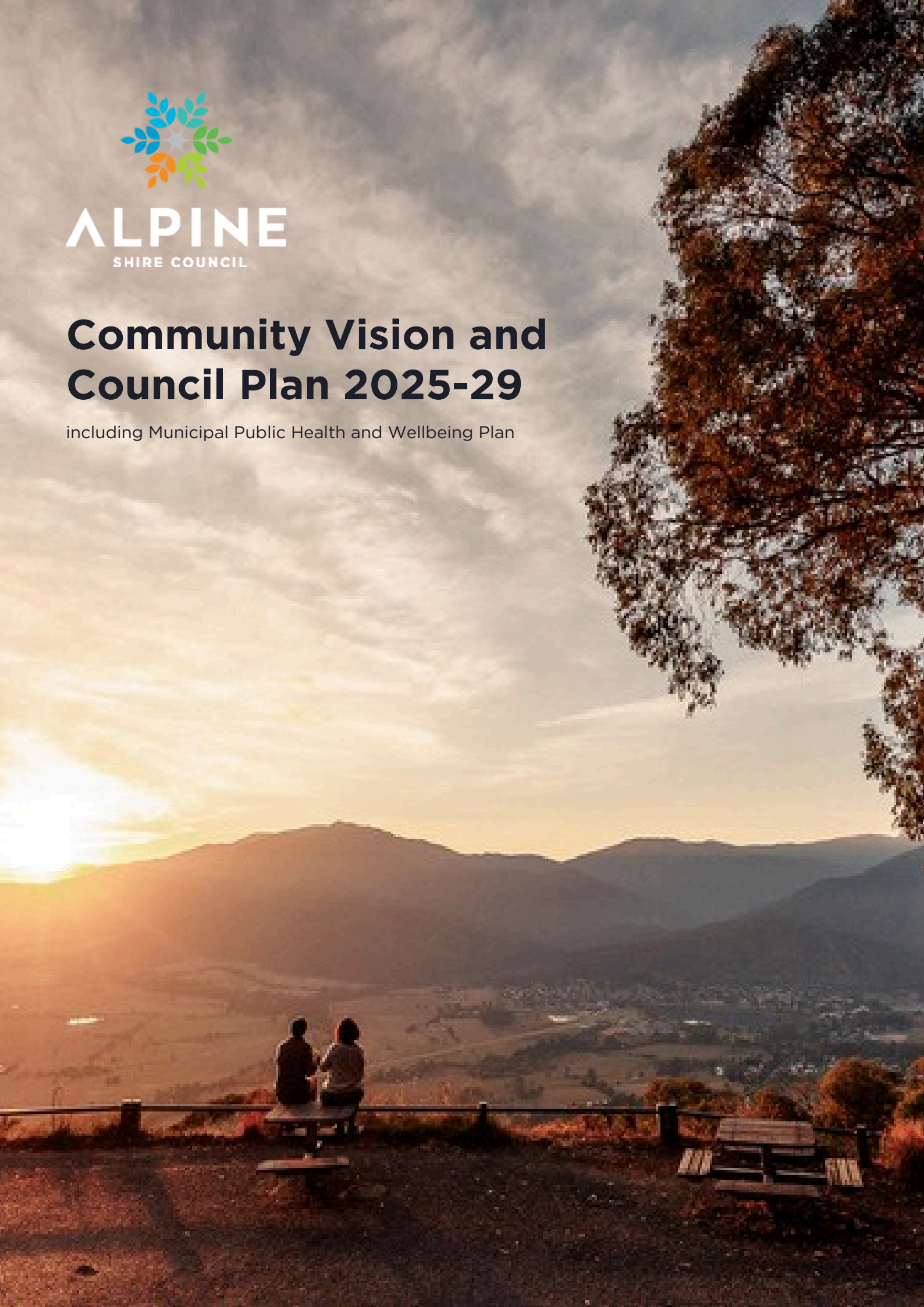




ALPINE
SHIRE COUNCIL

Community Vision and Council Plan 2025-29

including Municipal Public Health and Wellbeing Plan



Spring in Dinner Plain





Acknowledgement of Traditional Owners

We acknowledge that the region known as Alpine Shire is the traditional land of many Traditional Owners. We acknowledge them as the custodians of their Country, we recognise their rich and diverse cultural history and continuous connections to Country, and thank them for sharing their lands and cultures.

We acknowledge the Traditional Owners of (in alphabetical order) Bpangerang, Dalka Warra Mittung, Dhuduroa Waywurru, Duduroa Dhargal, Gunaikurnai, Jaithmathang, Taungurung, and Waywurru.

We pay our respects to all Elders, past and present, and extend that respect to ancestors that guide through history, and emerging leaders that will lead the way into the future.

As the closest level of government to our communities, we recognise the important role we play in reconciliation through advocacy, education, and self-reflection. We are committed to embedding reconciliation actions throughout our organisation.

‘Fostering a future of healing and reconciliation requires all Australians to, truthfully and respectfully, acknowledge the past. It is only through understanding and accepting the wrongs of the past, and the often-intergenerational impacts of these wrongs, that Australia can make adequate amends for the injustices faced by Aboriginal and Torres Strait Islander peoples since European colonisation and ensure that they are never repeated.’

Bringing Them Home

OUR RECONCILIATION JOURNEY TO DATE

We commenced our reconciliation journey in 2022 by registering with Reconciliation Australia to develop a Reflect Reconciliation Action Plan. While we still have much work to do, we are proud of the steps we have taken in our reconciliation journey so far:

- Launching our Reflect Reconciliation Action Plan in January 2023;
- Committing to membership of the Taungurung – Local Government Forum and actively participating in Forum engagement;
- Developing and implementing opportunities for all staff to attend cultural awareness training;
- Publicly acknowledging Traditional Custodians on our buildings and in our meetings;
- Delivering cultural awareness initiatives and activities, including Reconciliation Week and NAIDOC Week.

Our Council Plan outlines the key priorities and initiatives that will guide the next stage of our reconciliation journey. We acknowledge that reconciliation is an ongoing process and we recognise the continued effort needed to drive future progress.

We are committed to working with Traditional Owners and First Nations communities, residents, and organisations to continue our reconciliation journey and ensure our actions lead to meaningful and measurable change.

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Find out more and have your say on our projects, initiatives, and events by visiting Engage Alpine.

engage.alpineshire.vic.gov.au



Introduction

A young boy with light brown hair, wearing a blue and white plaid shirt and brown trousers, is running through a path covered in fallen autumn leaves. He is smiling and looking towards the camera. The air is filled with many leaves that he has kicked up, creating a dynamic and joyful scene. The background consists of trees with vibrant orange and red foliage, suggesting a park or a wooded area in autumn. The overall atmosphere is warm and festive.

Autumn in Jubilee Park, Myrtleford

From the Mayor

Welcome to Alpine Shire Council's new Council Plan, a guiding document that will shape our community's future over the next four years and beyond.

This Plan reflects the collective vision and aspirations of the people who call Alpine Shire home. It is a roadmap that will strengthen our community, support a vibrant local economy, and protect the precious and breathtaking natural environment that makes this place so special.

Throughout the development of our Plan, we have focused on ensuring that our communities, businesses, and visitors remain at the heart of everything we do. By engaging with you through market pop-ups, surveys, and deliberative engagement, we have gained valuable insights that have shaped the priorities outlined in this Plan. I sincerely thank everyone who contributed their thoughts and ideas – your feedback has been crucial in creating a plan that truly reflects the needs and desires of our communities.

Our Plan is built on three key pillars: strengthening customer service, maintaining and improving sustainability, and fostering healthy and vibrant communities.

It is designed to deliver meaningful outcomes for now and into the future, with a deep commitment to the wellbeing of our residents at its core. Despite the challenges we face – rising financial pressures, effects of climate change, and housing affordability – we are committed to leading boldly with transparency, responsibility, and a focus on long-term solutions.

As we deliver our Plan over the next four years, we encourage you to continue engaging through various channels, including online through Engage Alpine and directly with us, your Councillors.

Alpine Shire is a magnificent place, and is made even better through our diverse, passionate people coming together, in different ways, to create a positive and sustainable future. On behalf of all Councillors, I invite you to join us in delivering the key outcomes of our Plan and making our shared vision a reality.

Together, we will build a future we can all be proud of.

Cr Sarah Nicholas
Alpine Shire Mayor



From the CEO

I am excited to lead the implementation of our Council Plan 2025–2029, a plan which has been shaped by valuable input from across our communities.

The collaboration which has taken place in developing this Plan sets a clear direction and priorities for the organisation over the next four years to support our communities in progressing towards their vision for Alpine Shire.

A core focus of this Plan, reflecting a consistent theme through our engagement with our communities, is delivering an improvement in our customer service. New systems, which have recently been implemented across the organisation, will improve the interface with our customers and put us in a position to access better quality information, helping us to deliver a more responsive service and improve the timeliness and quality of our decision-making.

An early deliverable in our Plan is the development of a Customer Charter, clearly outlining our commitment to the level of service we will provide to our customers and establishing a benchmark against which we will be measuring and reporting our performance.

We will continue to invest into delivering an ambitious strategic planning program of work to improve certainty through our planning processes, sensitively manage the growth and change of our townships, and respond to bushfire and flood risks.

To successfully deliver our Plan, we need a strong and resilient organisation. I will continue to focus effort on building capability and capacity in the organisation and supporting the cultural transformation journey which is underway to establish Alpine Shire Council as a workplace of choice.

Transparency and accountability remain key priorities for us. We will continue to share information, provide timely feedback, and empower our communities to have meaningful input into decisions that impact them. We will use a range of communication and engagement methods, including in-person engagement through community pop-ups and drop-ins, and online tools like our Engage Alpine platform.

I would like to thank our community members, business owners, Councillors, and staff who have contributed to the development of this Plan. I look forward to working with you over the next four years to deliver exceptional outcomes for Alpine Shire.



Will Jeremy
Chief Executive Officer

Your Councillors



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Our Organisation

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EXECUTIVE ASSISTANT
(CEO)

COORDINATOR
Human Resources

DIRECTOR ASSETS

MANAGER Assets and Waste

Asset Management
Capital Works
Waste

MANAGER Growth and Future

Economic Development
Property and Contracts
Strategic Planning
Sustainability

MANAGER Engineering and Maintenance

Building Maintenance
Civil Works
Engineering
Occupational Health and Safety
Open Spaces
Plant and Fleet

DIRECTOR CORPORATE AND COMMUNITY

MANAGER Community Development

Community Development
Emergency Management
Maternal and Child Health
Youth

MANAGER Corporate

Accounting and Payroll
Governance
Rates
Records
High Country Libraries Hub
Procurement
Risk Management

MANAGER Customer Experience

Customer Experience
Engagement and Communications
Events
Library Services
Visitor Information Centres

MANAGER Regulatory Services

Building Services
Compliance and Local Laws
Environmental Health
Statutory Planning

MANAGER Technology and Innovation

Information and Communications Technology
Information Technology and Business Projects

Executive summary

This document includes the **Community Vision, Council Plan, and Municipal Public Health and Wellbeing Plan.**

Our Vision is for a strong and adaptable Alpine Shire that embraces change, supports new ideas, and leads with confidence. Through community connection, sustainable choices, and bold leadership, we create a thriving future for our people, places, and environment.

The Community Vision has been developed in partnership with the Community Panel and Councillors to guide the development of the plan and create a vision for a future that will support our communities to thrive. Our Council Plan is driven by three objectives, which provide context and purpose for our operations and service delivery. The objectives are informed by six strategic directions, which detail how we will work as an organisation to achieve the objectives. The overall structure of our Plan is shown below.



Executive summary continued

Our Municipal Public Health and Wellbeing Plan is integrated within our Plan and has been prepared based on evidence of the key health and wellbeing challenges facing our communities.

It is aligned with the actions in the Victorian Public Health and Wellbeing Plan 2023-27 and has been informed by engagement with our communities, local health services, and community organisations. We recognise that there are a wide range of health and wellbeing-related challenges in our communities and we are committed to working in partnership across the health and community sector to help address these challenges.

Health and wellbeing is central to a wide range of services that we deliver, from maintaining our parks, playgrounds, and facilities, to youth engagement, climate change resilience, and ensuring equitable access to services and facilities for all of our communities. Throughout our Plan, actions that contribute to our Municipal Public Health and Wellbeing Plan are identified with a red heart ❤️ symbol.



Engagement overview


The Community Vision, Council Plan, and Municipal Public Health and Wellbeing Plan have been prepared with extensive consultation and involvement of our communities, starting in July 2024.

Our Plan builds on the foundations of past work, continuing our commitment to continuous improvement and strong community delivery. It reflects our ongoing services and activities, ensuring they evolve to meet current and future needs.

Since July 2024, we have received a wide range of feedback from surveys, community pop-ups, and community submissions from our residents, ratepayers, and business communities.

We also undertook a deliberative engagement process, which brought a representative group of community members from across Alpine Shire together with Councillors. This group came together over a series of six workshops to review, understand, and provide direction on wider community feedback.

This process, and the valuable feedback and discussions gained from this group, has directly informed the basis of this document.



Spring in Bright

Engagement overview continued

OVERVIEW OF OUR ENGAGEMENT

Community Panel | Our dedicated Community Panel, consisting of 13 members who responded to our public Expression of Interest, participated in six two-hour, in-person sessions alongside Councillors and managers, as well as an online hub where members could contribute digitally. These sessions were instrumental in gathering perspectives and fostering collaborative discussions. One of these sessions was held in conjunction with local health services, ensuring a holistic approach to community well-being.

One-on-one sessions | We held individual sessions with all managers to gather detailed input, ensuring that voices within our organisation were heard and considered.

Market pop-ups | We actively engaged with our communities at market pop-ups in Bright, Myrtleford, Mount Beauty, and Harrietville, allowing us to connect with residents in their local environments.

Surveys | We received valuable feedback through 141 completed surveys, providing us with a broad spectrum of community opinions and insights.

Traditional Owners | We engaged with Traditional Owners with the goal that their voices and aspirations were meaningfully reflected. We received a formal submission from the Taungurung Land and Waters Council (TLaWC), outlining key recommendations for inclusion. Following the release of our draft Council Plan 2025-29, TLaWC provided further feedback specific to our municipality, helping to strengthen our commitment to partnership and shared outcomes on Taungurung Country.

Workshops | We conducted comprehensive workshops with our Executive team and Councillors to refine our Plan and align it with our communities' needs.

Youth engagement | We ran a special session at The Lighthouse in Bright with community members aged 12-17, ensuring that the voices of our younger residents were also included in the planning process.

Additionally, our Council Plan project page on Engage Alpine attracted 2,301 visitors, reflecting strong community interest and involvement.

Our draft Council Plan 2025-29 was exhibited in early 2025, inviting external submissions and internal feedback. During the exhibition period, market pop-ups were held in Bright, Freeburgh, Mount Beauty, and Myrtleford, with additional drop-in sessions in Dederang and Harrietville, where we had conversations with approximately 150 individuals. This engagement, and the submissions received, contributed to a number of changes to our Plan.

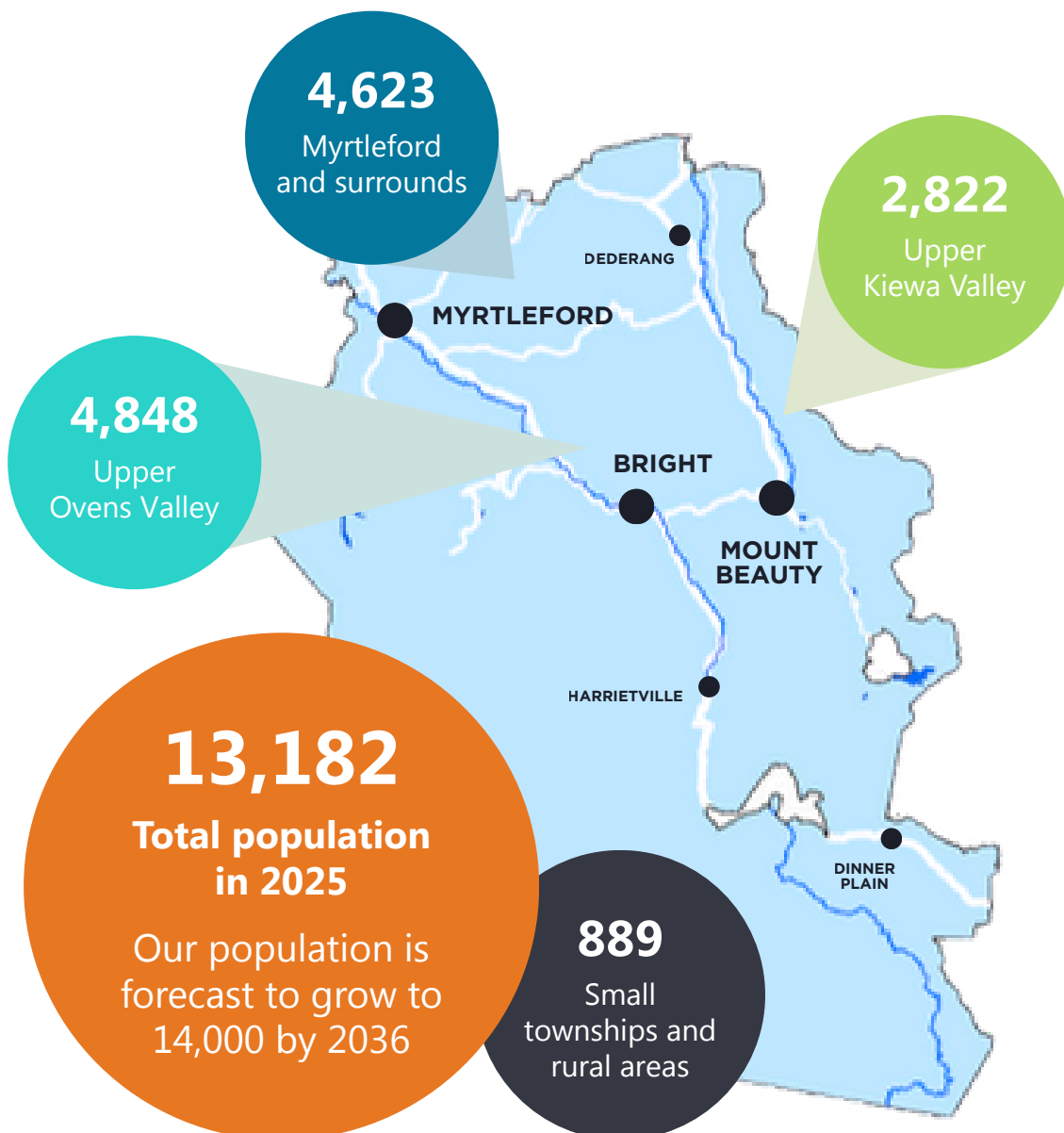
This engagement process has strongly supported the development of a plan that is reflective of our communities' needs and aspirations. We are grateful to everyone who participated and contributed to shaping our future. Your input has been invaluable in guiding our priorities and direction for the coming years.

Snapshot of Alpine Shire

ABOUT OUR REGION

Alpine Shire is located in northeast Victoria and covers approximately 4,800 square kilometres, incorporating the Kiewa and Ovens Valleys, and Dinner Plain. Approximately 92% of Alpine Shire is public land, including the Mount Buffalo and Alpine National Parks, and extensive State Forests. The remaining 8%, or approximately 400 square kilometres, comprises the farmland and urban areas, mainly concentrated along the Kiewa and Ovens rivers and their tributaries. Alpine Shire has a resident population of approximately 13,200 people, with the majority living in the main population centres of Myrtleford, Bright-Porepunkah, and Mount Beauty-Tawonga South.

Our region's economy is diverse, with the majority of employment in agriculture, health care and personal services, forestry and manufacturing, retail, and tourism services. As a small rural Shire, our population relies on larger centres such as Albury-Wodonga and Wangaratta for a range of higher order services such as education, employment, and healthcare.



IF ALPINE SHIRE WERE 100 PEOPLE

OUR PEOPLE

- 50** women
- 50** men
- 14** born overseas
- 7** speak a language other than English at home
- 1** identify as First Nations

OUR POPULATION

- 21** under 20 compared to 24 in regional Victoria
- 35** aged 60+ compared to 30 in regional Victoria

Our young population is growing, with **573** children under five and over **100** new babies every year.

OUR ECONOMY

We work in the following industries:

- 13** Accommodation and food services
- 8** Agriculture and forestry
- 12** Health care and personal services
- 8** Manufacturing
- 9** Retail
- 18** Tourism
- 24** people did voluntary work through an organisation or group

Tourism generates over **\$500 million** per year in Alpine Shire, which includes **650,000** overnight visitors staying for a total of **2.1 million** nights.

OUR FAMILIES AND INCOME

- 35** couples with children compared to 38 in regional Victoria
- 7** single parent families compared to 10 in regional Victoria
- 29** lone person households, same as regional Victoria
- 9** households earning over \$2,000 per week in 2021 compared to 3 in 2016
- 52** households earning less than \$1,000 per week in 2021 compared to 63 in 2016
- \$887** median weekly income compared to \$899 in regional Victoria

OUR HEALTH AND WELLBEING

- 15** women born overseas
- 13** men born overseas
- 14** women likely to experience poverty
- 12** men likely to experience poverty
- 22** people identify as having a disability, and 5 men and 6 women require assistance with core activities

Young people report higher incidences of mental health challenges compared to the Victorian average.

There were **303** reported incidents of family violence in 2024 with a much higher representation of women.*

Across Alpine Shire, a total of **24** people identified as homeless.**

Sources: Alpine Shire Domestic Travel Snapshot YE2024, Australian Bureau of Statistics, Crime Statistics Agency Victoria, and Mission Australia Youth Survey 2024

*Family violence in rural and regional areas is likely to be significantly under reported due to a range of barriers to reporting.

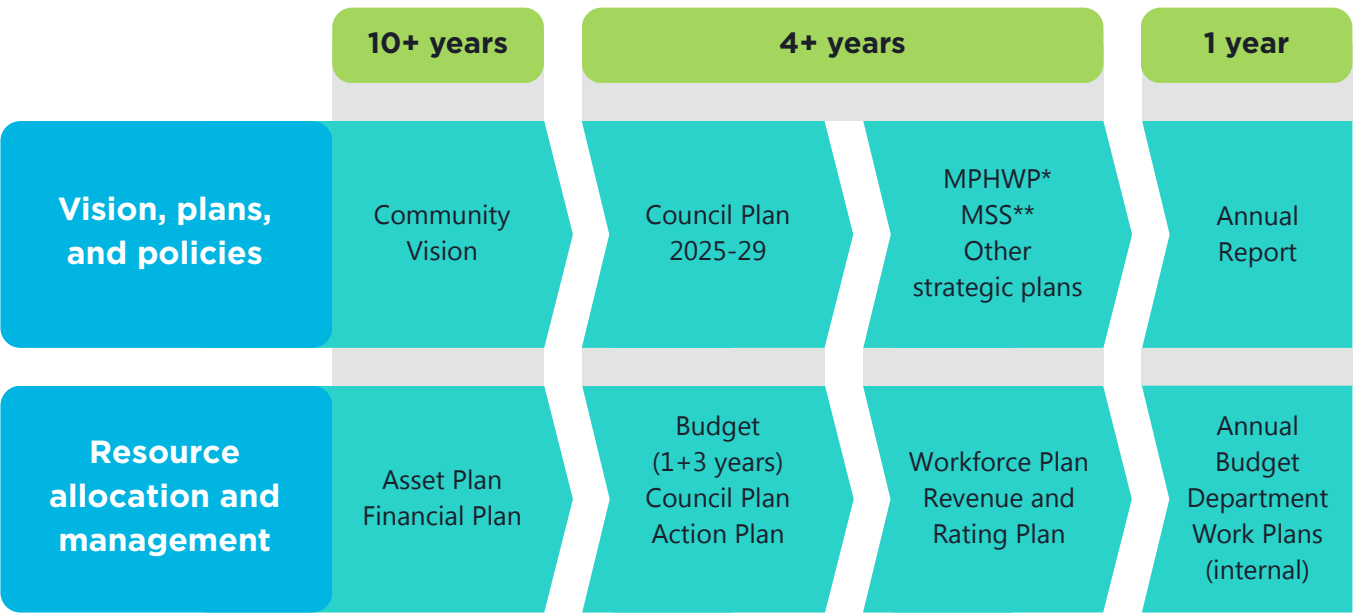
**Homeless in rural and regional areas is likely to be significantly under reported due to a range of barriers to reporting.

Planning and reporting framework

The Community Vision and Council Plan are critical for the planning and accountability framework for our organisation.

The documents establish the Vision, Strategy, and Initiatives that guide our service delivery over the medium to longer term. Our Council Plan, Municipal Public Health and Wellbeing Plan, and other plans have embedded annual reporting and review requirements as required by the Local Government Act 2020 and Public Health and Wellbeing Act 2008.

The diagram below demonstrates the relationship between the various plans, and integration required between the plans across the strategic planning framework.



* MPHWP | Municipal Public Health and Wellbeing Plan
** MSS | Municipal Strategic Statement



Summer in Porepukah

Council Plan 2025-29



Autumn on Mount Buffalo

How to read this document



Community Vision

The Vision connects our diverse and vibrant communities, spread through the valleys and mountains of Alpine Shire. Our unique and spectacular landscape and natural environment inspires us and provides a shared sense of identity and purpose for our future.

Our Vision is for a strong and adaptable Alpine Shire that embraces change, supports new ideas, and leads with confidence. Through community connection, sustainable choices, and bold leadership, we create a thriving future for our people, places, and environment.

The Vision supports the three objectives in our Council Plan in the following ways:

OBJECTIVE 1: CUSTOMER FOCUSED ALPINE

- We focus on excellence in our delivery of core services through improved processes and communication.
- We lead with confidence and innovation to overcome challenges.
- We are committed to high quality and responsive customer service.

OBJECTIVE 2: SUSTAINABLE AND RESILIENT ALPINE

- Our people, places, and environment strengthen Alpine Shire's future.
- We make informed decisions to support our communities.

OBJECTIVE 3: VIBRANT AND HEALTHY ALPINE

- We embrace change to build strong, thriving communities.
- We support people at every stage of life.

Community aspirations

In preparing our Plan, our communities provided clear input on what they expect from us. These themes have informed the objectives of the Community Vision and our Plan.

How we'll respond to community feedback

- We will respond to community interactions in a consistent and transparent way within expected timeframes.
- We will engage in a meaningful, timely, and transparent way on decisions that impact our communities.
- We will have a sound understanding of risk and opportunity when planning for the future growth of our communities.
- We will plan for safe and sustainable communities across Alpine Shire, managing changes to our valued character as we grow.
- We will adopt a sustainable and evidence-based long-term approach to managing our assets, so they are fit for purpose and can be sustained as our population grows and changes.
- We will manage the impact of emerging risks to our asset base, including increasing costs associated with construction and maintenance, the effects of climate change, and the changing needs of our communities.
- We will support our communities to reduce greenhouse gas emissions and transition towards a more sustainable, resilient, and vibrant economy.
- We will support our communities to be connected, prepared, and resilient in the face of potential natural disasters or major economic changes.
- We will seek to secure long-term funding for community service delivery, to enable us to support everyone in our communities to thrive.
- We will prioritise the health and wellbeing of everyone in our communities and, in partnership, deliver evidence-based initiatives to support vulnerable members of our communities.
- We will support an outstanding visitor experience through our services, facilities, and public spaces, which will support the wider tourism economy and our stunning natural environment.

Our 4-year objectives

Customer Focused
Alpine

Sustainable and
Resilient Alpine

Vibrant and
Healthy Alpine

Strategic directions

As part of the community feedback received for the Community Vision, Council Plan, and Municipal Public Health and Wellbeing Plan, strategic directions were identified to guide our actions across all areas of our Plan. These six themes complement the three core objectives of our Plan.

1. Focus on core service delivery

Our approach to service delivery will continue to be efficient and effective. We deliver projects, services, and facilities in an evidence-based way to achieve the highest benefit for our communities with limited resources.

2. Empowering communities in decision making

We understand that Alpine Shire is made up of distinct communities with their own identities and aspirations, and that a 'one-size-fits-all' approach may not be appropriate. We will prioritise community leadership and decision making where possible, to build inclusive and resilient communities.

3. Transparent and accountable leadership

We are committed to increasing transparency and accountability in our decision making, financial management, service delivery, and regulatory activities.

4. Evidence-based and sustainable decision making

We respond proactively and positively to challenges using the best available evidence and current best practice. Our commitment to sustainability applies across the organisation, and all aspects of our assets and service delivery.

5. Partnerships to deliver great results

Our services are delivered in close coordination and collaboration with the Victorian and Australian Governments, health organisations, neighbouring councils, Traditional Owners, the private sector, and community groups. We have a strong and informed advocacy position to influence outcomes that are outside our direct control and are important for our communities, economy, and environment.

6. Celebrating our achievements

We recognise the contributions made by individuals, community groups, and businesses across Alpine Shire, and seek to build stronger and more inclusive communities by celebrating successes.



Autumn in Howitt Park, Bright



Municipal Public Health and Wellbeing Plan

WHAT ARE THE CHALLENGES FACING OUR COMMUNITIES?

The Snapshot of Alpine Shire provides key statistics on some of the challenges facing the health and wellbeing of our communities. In summary, these challenges include:

- A large population of people under 20 years old, and around one hundred babies born to Alpine Shire families every year.
- An ageing population, with a high proportion of people aged over 60. This proportion is forecast to keep growing.
- Young people reporting a higher rate of mental health challenges, compared to the Victorian average. Limited access to services and isolation contribute to this.
- Women in Alpine Shire are more likely to experience poverty than the Victorian average.
- We have a significant culturally and linguistically diverse community.
- The number of First Nations peoples is small but growing, with 4.4% growth between 2016 and 2021.
- Over 300 reported incidents of family violence in Alpine Shire in 2024, with a significant majority of victim-survivors being women. The instances of family violence in small rural communities are likely to be significantly under reported.

OUR PRIORITIES IN RESPONSE

Our Plan has been informed by the Victorian Public Health and Wellbeing Plan 2023-2027 and Public Health and Wellbeing Act 2008, and focuses on the following priorities:

- Mental wellbeing and community connectedness;
- Gender equity and prevention of gender-based violence;
- Healthy lifestyles (incorporating physical activity and access to healthy food); and
- Tackling climate change and its impacts on health.

These priorities are reflected throughout our Plan, with corresponding initiatives to be delivered over the four-year period of our Plan. All parts of our organisation play a role in our communities' public health and wellbeing, from the teams that maintain parks and playgrounds, to our Maternal and Child Health service, and the wide range of services available at our libraries that connect our communities.

The priorities, initiatives, and advocacy actions that contribute to our Plan are highlighted throughout the document with a red heart ❤️ symbol.

We collaborate closely with a range of community groups, health services, and other organisations to coordinate and deliver health and wellbeing services across our communities. This includes Alpine Health, Gateway Health, various Victorian Government bodies, as well as local community groups, neighbouring councils, and other support organisations.

Sources: Australian Bureau of Statistics, Crime Statistics Agency Victoria, Mission Australia Youth Survey 2024, and Women's Health Goulburn North East.

OBJECTIVE 1

Customer Focused Alpine

We continue to build a customer-first culture, supported by robust systems and processes across the organisation. We will put communication as our highest priority. Even when we are delivering challenging news or making difficult decisions, we aim to be prompt, transparent, and meet the commitments of our customer-first culture.

OUR PRIORITIES

- 1.1** Our highest priority is improving our communication - both listening and providing information and feedback.
- 1.2** Our systems and processes are designed, implemented, and reviewed to support a customer focused culture.
- 1.3** We use our resources responsibly to deliver efficient, evidence-based services, facilities, and projects that benefit our communities and meet our customer commitments.
- 1.4** Our continued engagement will promote community understanding and contribution to decisions that bring positive change across Alpine Shire.

OUR MAJOR INITIATIVES

DESCRIPTION	OUR ROLE
1. Implement a program of internally conducted customer surveys to inform and drive improvements to customer experience.	Deliver
2. Deliver a public Alpine Shire Council Customer Charter that specifies our commitment to customer service, including response times and expectations for us and customers.	Deliver
3. Enhance systems and supporting processes to ensure efficient, consistent, and timely service delivery and customer experience.	Deliver
4. Establish a service performance measurement and reporting framework covering all key areas of service delivery and including key performance indicators, service performance targets, and reporting protocols.	Deliver
5. Deliver Statutory Planning service delivery improvements.	Deliver
6. Deliver Asset Plan to enable responsible management and maintenance of our assets that enhances resilience of our assets to risks, including financial and climate change.	Deliver
7. Increase the level of service we provide to our communities without incurring extra cost by moving to an internally delivered, proactive model of maintenance.	Deliver
8. Advocate for an alternative to the Victorian Government's fourth glass bin service that is affordable and beneficial to our communities and the environment.	Advocate
9. Strengthen engagement processes with our communities to increase involvement in key decisions or actions that impact them through the delivery and implementation of an Engagement Strategy.	Deliver

HOW WE'LL MEASURE PROGRESS

WHAT WE ARE TRYING TO DO	HOW WE ARE MEASURING OUR SUCCESS	DATA SOURCE	2024/25 RESULT	4 YEAR TARGET	REPORTING CYCLE
We deliver outcomes for our communities and you think we are doing a great job.	Community Satisfaction Survey results – Overall Performance score compared to comparable councils*.	Published Customer Satisfaction Survey results	-7%	>0%	Annually
We deliver great customer service by resolving your issue the first time you contact us where possible.	Rolling annual average percentage of customer service requests resolved on first contact.	Datascape Service Requests	73%	85%	Bi-annually
We deal with your requests in line with our communicated timeframes.	Number of customer service requests that are addressed within agreed timeframes.	Datascape Service Requests	TBD	100%	Bi-annually
We identify issues with our roads, pathways, and bridges and fix them quickly.	How many road, path, and bridge faults are fixed on time in accordance with our Road Management Plan.	Univerus defect inspections	96%	100%	Bi-annually
We identify issues with our trees and fix them quickly.	How many tree defects are fixed on time in accordance with our Tree Management Plan.	Univerus defect inspections	TBD	100%	Bi-annually
We deliver a customer focused planning permit assessment service.	Proportion of planning permit applications decided within required timeframes.	Local Government Performance Reporting	23%	85%	Annually
	Average time to decide planning permit applications (days).	Local Government Performance Reporting	178	60	Annually
We communicate effectively and involve you in our decision-making.	Community Satisfaction Survey Results - Consultation and Engagement score compared to comparable councils*.	Published Customer Satisfaction Survey Results	-5%	>0%	Annually
We maintain our beautiful parks and gardens for you to enjoy.	Number of complaints related to the maintenance of our open spaces.	Datascape Service Requests	47	0	Bi-annually




* As defined by Local Government Victoria



Sustainable and Resilient Alpine

To progress towards a more sustainable and resilient Alpine Shire, we will make bold, future focused, and evidence-based decisions that serve the long-term interests of our communities. We will be prepared to capitalise on future opportunities, and to navigate challenges, risks, and uncertainties.

OUR PRIORITIES

- 2.1 New capital projects and works will be strategically aligned and planned to support long-term sustainability.
- 2.2 We plan for future risks like bushfire, flooding, landslip, and erosion, while improving planning certainty and sensitively managing township growth to protect local character, amenity, and identity.
- 2.3 We protect our rural industries and balance other priorities, such as tourism, in our rural areas.
- 2.4 We advocate for, and work towards, the long-term delivery of appropriate housing for residents and workers of Alpine Shire.
- 2.5  We support our communities' mental health and wellbeing.
- 2.6  We take action on climate change and its impacts on our communities, biodiversity, and the environment, while supporting circular economy initiatives that help reduce waste and improve recycling.
- 2.7  Our communities will be resilient and well prepared to withstand natural disasters and economic changes.
- 2.8 We achieve long-term financial resilience to meet community needs now and into the future.
- 2.9 We support a strong and sustainable economy across Alpine Shire.
- 2.10 We systematically identify and manage risks to support informed decision-making and organisational resilience.
- 2.11 We prioritise effective governance to ensure transparent oversight of our operations.

OUR MAJOR INITIATIVES

DESCRIPTION	OUR ROLE
<div>1. Deliver high priority capital works pipeline projects, including:<ul style="list-style-type: none">Bright River Precinct MasterplanBright Skate Park UpgradeBright to Wandiligong Trail - Centenary Avenue to Morses Creek RoadKiewa River Trail - Embankment Drive to Damms Road BridgeMountain View Children's Centre RedevelopmentTawonga South Public Toilets</div>	Deliver
<div>2. Implement the Alpine Shire Climate Action Plan 2025-2029.</div>	Deliver
<div>3. Update the Alpine Planning Scheme to address key risks to future development and improve planning certainty and decision making across Alpine Shire, including implementing the:<ul style="list-style-type: none">Alpine Shire Land Development StrategyAlpine Shire Rural Directions StrategyDinner Plain ReviewFlood studiesNeighbourhood Character Study</div>	Deliver
<div>4. Prepare the Alpine Shire Key Worker Housing Roadmap.</div>	Deliver

OUR MAJOR INITIATIVES CONTINUED

DESCRIPTION	OUR ROLE
5. Advocate for certainty and sustainability in funding for services specifically targeted at supporting the mental wellbeing of our communities.	Advocate
6. Work across our organisation and our communities to identify and deliver greenhouse gas reductions and climate change adaptation actions.	Deliver
7. Improve our communities' preparedness for and recovery from future emergencies and support community resilience partnerships and activities.	Deliver
8. Maintain and review emergency management plans, including our Municipal Emergency Management Plan and Bushfire Place of Last Resort Plan.	Deliver
9. Identify and execute targeted strategies to enhance our financial sustainability over the long term.	Deliver
10. Improve our support for businesses to navigate our processes and approvals.	Deliver
11. Update Economic Development Strategy.	Deliver
12. Deliver Tourism and Events Strategy.	Deliver
13. Maintain a strong risk management framework to identify and address potential risks.	Deliver

HOW WE'LL MEASURE PROGRESS

WHAT WE ARE TRYING TO DO	HOW WE ARE MEASURING OUR SUCCESS	DATA SOURCE	2024/25 RESULT	4 YEAR TARGET	REPORTING CYCLE
We deliver on our capital works commitments.	Maintain capital works delivery at 100%.	Annual Report	100%	100%	Annually
We reduce our impact on the environment.	Deliver a reduction in grid-supplied electricity consumption through our activities.	Electricity usage data sourced through Trellis	1,308,408 kWh	1,086,764 kWh (15%)	Annually
	Maintain the current proportion of waste diverted from landfill.	Volume based on actual assessment	74%	75%	Annually
Your waste gets collected and your bins returned.	Number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts.	Local Government Performance Reporting	6	2	Bi-annually
We run a financially sustainable organisation so we can continue to support our communities into the future.	Return our adjusted underlying position to an annual surplus (adjusted for the timing of the Financial Assistance Grant payment).	Annual Report	\$1.22m deficit	Surplus	Annually
	Actual non-recurrent operating grant income received exceeds the budgeted income due to new grants secured during the financial year.	Annual Report	\$260k	Exceeds Budget	Annually

OBJECTIVE 3

Vibrant and Healthy Alpine

We recognise the unique qualities that make Alpine Shire a great place to live, play, visit, and do business. We are committed to balancing the needs of residents, visitors, and businesses while maintaining and enriching our natural environment, public spaces, and community facilities.

OUR PRIORITIES

- 3.1 ❤️ We promote gender equality and support meaningful action aligned with challenging the underlying causes of gender-based violence.
- 3.2 ❤️ We support healthy lifestyles, including movement and access to healthy food.
- 3.3 ❤️ We support our communities to access our services and facilities regardless of age, ability, sexuality, gender, ethnicity, or background.
- 3.4 ❤️ We engage with Traditional Owners and First Nations Peoples to deliver meaningful outcomes for Country, community, and reconciliation.
- 3.5 ❤️ We recognise the importance of high quality facilities, outdoor spaces, and connected footpaths, tracks, and trails to provide access to key services and support the wellbeing of our communities.
- 3.6 ❤️ We support local community groups, programs, events, and initiatives that activate and celebrate Alpine Shire, build stronger, inclusive, more connected, and resilient communities, and enrich the lives of our diverse community members.
- 3.7 ❤️ We support people of all ages and stages to thrive.
- 3.8 ❤️ We support compliance with regulations to help our community enjoy lifestyles and spaces that are safe and welcoming for all.

OUR MAJOR INITIATIVES

DESCRIPTION	OUR ROLE
1. Continue to improve the service delivery of our aquatic facilities and gym.	Deliver
2. Refresh our Access and Inclusion Plan and deliver initiatives to ensure our facilities, events, and services are accessible.	Deliver
3. Scope and deliver an upgrade to the Bright Library.	Deliver
4. Prepare and deliver the Alpine Shire Recreation Reserve Policy.	Deliver
5. Prepare and deliver the Alpine Shire Facilities Policy.	Deliver
6. Deliver a rolling program of investment into new pedestrian footpaths and trails.	Deliver
7. Deliver community grants and events funding to support inclusion, connectedness, resilience, and sustainability through local community groups and organisations.	Deliver
8. Support community connectedness by providing meaningful opportunities to volunteer with our organisation.	Deliver
9. Investigate the feasibility of providing a free public dump point in Bright to support local residents and visitors.	Deliver
10. Deliver a Community Local Law 2029.	Deliver

HOW WE'LL MEASURE PROGRESS

WHAT WE ARE TRYING TO DO	HOW WE ARE MEASURING OUR SUCCESS	DATA SOURCE	2024/25 RESULT	4 YEAR TARGET	REPORTING CYCLE
We are ready in an emergency.	Number of staff recruited and trained to support our emergency management response.	Tracked data	Emergency on call - 9 Relief centre - 11	12 20	Annually
	Bushfire Place of Last Resort Plan assessments and designations are completed within Country Fire Authority (CFA) timeframes.	CFA website	100%	100%	Annually
Our public toilets are clean and functional.	Number of QR code notifications relating to cleanliness of public amenities addressed within 24 hours.	QR code system in amenities and facilities	95%	100%	Bi-annually
	Number of complaints received about cleanliness of facilities.	Datascape Service Requests	4	0	Bi-annually
Our community is engaged, active, and applying for our grants.	Number of applications received for Community Grants Program.	SmartyGrants	27	Increase	Annually
Our young people are supported to engage on the things that matter to them.	Number of young people engaging with us (unique participation), based on comparable funding streams.	Tracked data	775	850	Annually
We have strong governance and processes in managing our property.	Number of leases and licences complete.	Univerus	80%	90%	Annually
We provide meaningful volunteering opportunities and our volunteers know they are valued.	Total number of hours contributed to the organisation by volunteers.	Tracked data	3,000	Increase	Annually
We focus on connectivity and accessibility.	Kilometres of new and upgraded footpaths, tracks, and trails delivered.	Univerus	400m	6.5km	Annually



Autumn in Harrietville

Advocacy

Many issues that affect our communities are outside our direct control, but we can play a role by advocating for change. This page details what our priorities are to guide our work with Victorian and Australian governments, the private sector, and others to address these priorities and issues.

♥ Funding important community services and projects

We will continue to advocate for certainty and sustainability in funding for our core services, including community development, emergency preparedness, resilience, and mental wellbeing. Many of our services have been funded through emergency recovery funding or other temporary sources in the past.

Economic resilience and industry transition

We will work with the private sector as well as all levels of government and neighbouring municipalities to plan for and respond to economic shocks in a positive and proactive way. Our economy has faced significant challenges in the past and, as we move forward, there are risks from climate change and potential impacts to major industries and employers in Alpine Shire.

♥ Housing

We will continue to advocate to all levels of government for key actions to address housing challenges. The provision of affordable, sustainable, and resilient housing in Alpine Shire is needed to unlock key economic constraints and prevent housing stress and poverty among vulnerable members of our communities.

♥ Access to physical and mental health services, education, jobs, and childcare

We will advocate to improve access to these services, whether through transport options, including public transport, or improved technology and telecommunications. Our lack of options to access basic services, particularly for young people and older people, places our communities at a significant disadvantage. This is supported by the telecommunications and internet connectivity advocacy item.

♥ Sustainability and climate change adaptation

We will continue to advocate for broad actions to support people and businesses across Alpine Shire to efficiently transition to a low carbon economy, including support for the agriculture and transport sectors. Climate adaptation enables us to make the most of opportunities in a changing landscape, and create a more sustainable future for generations to come.

Telecommunications and internet connectivity

We will continue to advocate for improved coverage and capacity in our telecommunications and internet networks. In many parts of Alpine Shire, there is inadequate telecommunications coverage, which impacts safety and leaves parts of our community with limited or no connectivity. In addition to these network gaps, there is insufficient capacity in our network during busy times, as the network is not designed for the high visitor numbers.

Summer on Mount Buffalo



August 2025

While all care has been taken to ensure the accuracy of the information presented in this document at the time of publication, we cannot guarantee that it contains no errors. Alpine Shire Council accepts no responsibility and disclaims all liability for any loss or other consequence that may arise from individuals or groups relying on information contained in this document.



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ENGAGE WITH US

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