



Pyrenees
Shire Council

Council Plan **2025–2029**

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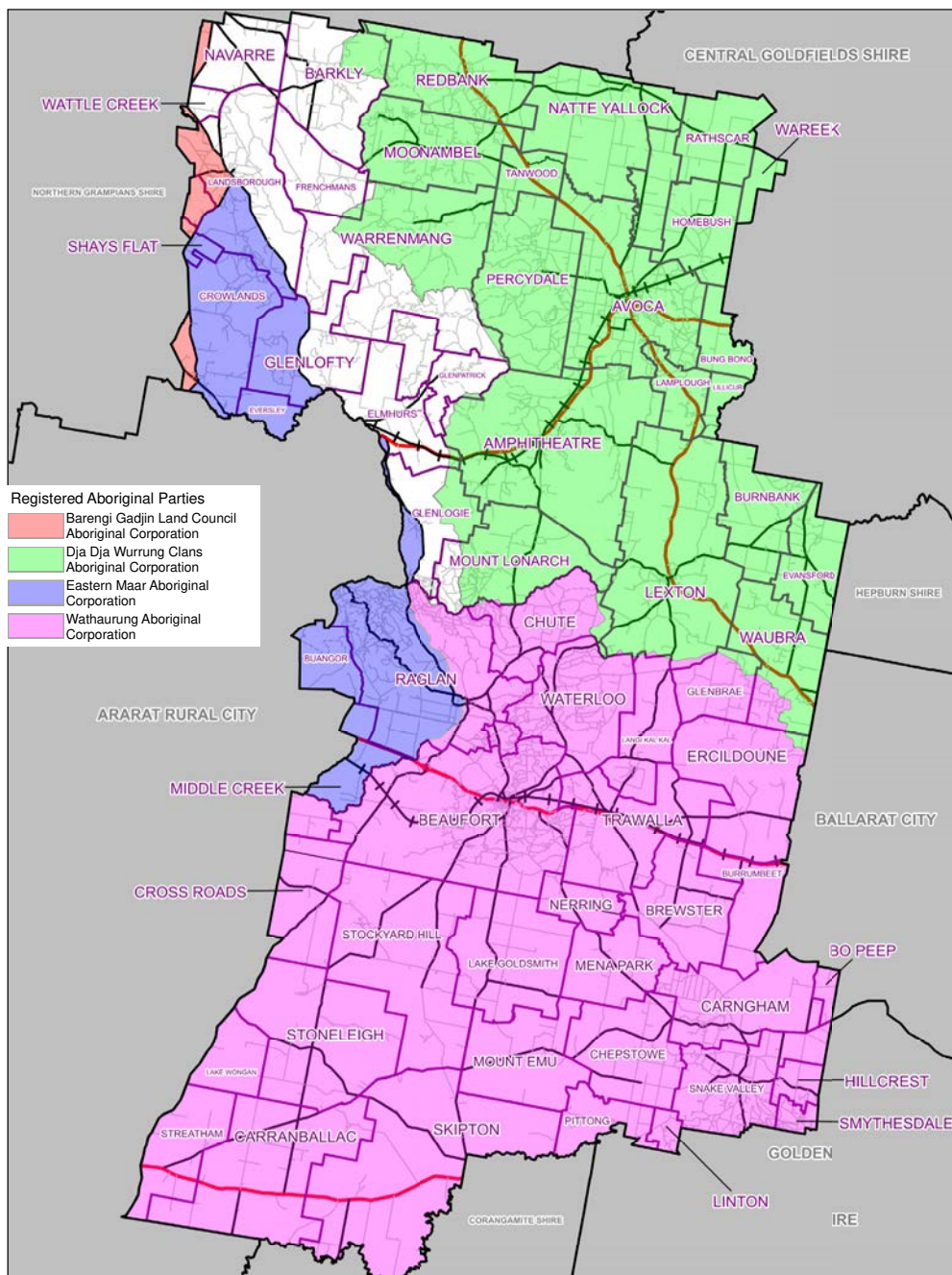
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Acknowledgement of Country

We acknowledge the people past and present of the Wadawurrung, Dja Dja Wurrung, Eastern Maar, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk Nations. We pay our respects to their Ancestors and Elders, recognise and respect their customs, stewardship and continuing connection to Country.





VISION

Council's Vision 2025–2029

We put our Pyrenees communities at the centre of all decision-making. Through our focus on wellbeing, community connections, and supporting all life stages, we aim to create vibrant, resilient, inclusive communities where visitors and residents want to live, invest and thrive.

Our Vision is for a vibrant shire where economic growth and innovation go hand-in-hand with supporting key industry sectors, the natural environment and small-town sustainability.

Community Vision 2021–2031

Our Vision is for inclusive, happy and healthy connected communities that create sustainable and welcoming townships, natural environments and rural areas.

We attract diversity through promoting innovation, growth and partnerships, while addressing climate and community needs such as reliable and responsive infrastructure, affordable services and housing whilst protecting our natural environments.



UNDERPINNING PRINCIPLES

1. Community-Centric and Responsive Culture

Council fosters an enabling culture that listens, responds proactively, and works in partnership with communities to address their needs and wellbeing.

2. Effective Engagement and Transparent Communication

Council ensures timely, clear, and constructive communication and engagement with the community, valuing local knowledge, empowering community to identify opportunities and develop solutions.

3. Collaboration and Accountability

Council values and drives internal and external collaboration through proactive partnerships to achieve improved outcomes while remaining accountable and transparent in its financial and resource management.

4. Sustainable Service Delivery and Strategic Focus

Council effectively delivers services to meet identified community needs, prioritising strategic alignment, outdoor maintenance, and long-term sustainability in all services and projects.



STRATEGIC PRIORITIES

Pillar 1: Support and grow Liveable Places, Connected Communities

- A. Promote inclusivity and accessibility for all life stages by creating welcoming spaces and supporting diverse social, cultural, and recreational activities.
- B. Improve community safety and wellbeing through accessible health services, active lifestyles, mental health support, and effective local laws that ensure a high standard of safety and amenity.
- C. Enable responsible development and population growth through strategic planning, affordable housing, and community-driven township planning that reflects local identity.
- D. Strengthen community outcomes by fostering partnerships, supporting volunteers, and encouraging civic engagement to build capacity and deliver improved services.

Pillar 2: Promote a Diversified, Thriving Economy

- A. Support the growth and diversification of new and existing businesses, with a focus on key sectors, innovation, and attracting investment.
- B. Deliver coordinated and facilitated planning and economic development outcomes to support community aspirations and foster business and tourism growth.
- C. Promote and support community events and the visitor economy to celebrate local culture, promote tourism, and stimulate the local economy.
- D. Advocate for improved transport infrastructure, support job creation, and invest in workforce development to enhance connectivity and economic opportunities.



Pillar 3: Preserve, promote and enjoy the natural environment

- A. Preserve and manage biodiversity and natural assets for long-term community benefit and environmental sustainability.
- B. Mitigate risks, build community resilience, and enhance responsiveness to natural disasters through proactive planning and collaboration.
- C. Support local industries and communities in adapting to climate change through sustainable practices and strategic adaptation efforts.
- D. Promote responsible waste practices by reducing landfill, improving resource recovery, and advocating for accessible, efficient, and rural-appropriate waste services.

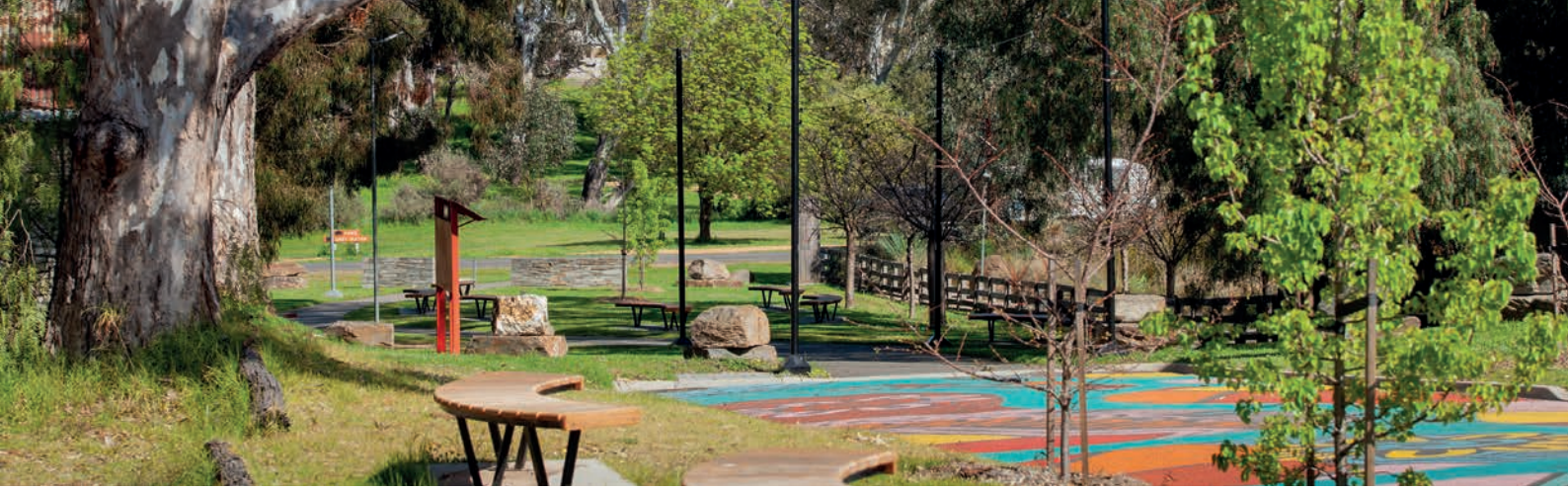
Pillar 4: Planning and Building Infrastructure for current and future needs

- A. Plan, build, and maintain essential infrastructure – including water, waste, sewerage, roads, bridges, and community assets – to support liveability, resilience, and growth.
- B. Address communication disadvantage and advocate for all communities to have reliable access to mobile, internet, and emergency services through strong advocacy and investment.
- C. Support the local community by facilitating appropriate land use planning outcomes.
- D. Advocate for fair renewable energy development, access to critical water supplies, and effective maintenance of natural and built assets to reduce impacts on communities and the environment.



Pillar 5: Community-Centric Leadership and Proactive Service Delivery

- A. Foster a values-driven, inclusive culture where residents and community needs are central to all decision-making. Empower leadership at all levels to be responsive, accountable, and aligned with Council and community priorities.
- B. Work constructively and in partnership with individuals and communities to anticipate needs, solve issues early, and deliver outcomes that build trust and resilience.
- C. Ensure timely, clear, and consistent communication and build strong community relationships, underpinned by transparency and meaningful engagement.
- D. Deliver high quality services and maintain public spaces efficiently, applying a strategic lens to all projects, and continuously improving systems and resource allocation.



PERFORMANCE MEASURES

Pillar 1: Measures – Support and grow Liveable Places, Connected Communities			Source
a.	Community satisfaction	3% improvement in scores for Appearance of Public Areas (2024 – 69)	Local Government Performance Reporting
b.	Community satisfaction	3% improvement in scores for Recreational Facilities (2024 - 68)	Local Government Performance Reporting
c.	Planning permits	>85% planning permits issued within required timeframes (2023/24 - 67.7%)	Local Government Performance Reporting
		>90% of applicants achieved a planning outcome that resulted in their request being approved	Planning Applicant Satisfaction Survey 2025
d.	Community Action Plans	10 district level Community Plans developed within four years	Project Status Reporting
		Facilitate local initiatives through funding support of Community Plans > \$50,000	Community Grants Status Reporting
e.	Township Framework Plans	Complete for two main towns – Avoca and Beaufort	Project Status Reporting
f.	Community facility accessibility	Improve the proportion of council-owned community facilities that comply with established accessibility standards	Accessibility Audit



Pillar 2: Measures – Promote a Diversified, Thriving Economy			Source
a.	New business / investment attraction	Increase number of new businesses established annually	REM Plan
		Increase in local employment rates	REM Plan
b.	Increase small business sector capability	Participant satisfaction rates and reported improvements in business operations.	Targeted survey data – baseline survey 2025, update survey 2026
c.	Business confidence	Increase in the local business confidence index within 12 months	Targeted survey data – baseline survey 2025, update survey 2026
d.	Business owner support by referrals made to business support agencies	>6 businesses receiving support through referrals made by Council	Targeted survey data
		Satisfaction with the Council support services provided	Local Government Performance Reporting
e.	Residential growth based on government targets	Achieve annual residential growth based on government targets of 52 new residential building approvals (new houses) per year	Victorian Building Authority



Pillar 3: Measures – Preserve, promote and enjoy the natural environment			Source
a.	Climate change	Achieve a 20% reduction in operational emissions in Council buildings within 4 years	Emissions and Energy Reports
b.	Food and Organics Waste (FOGO)	Implementation of comprehensive service delivery (FOGO) by 1 July 2027	Project Status Reporting
c.	Kerbside waste collection	Increase waste diverted from landfill (2024 – 30.41%) to 50% within 4 years	Local Government Performance Reporting
d.	Fire prevention	90% of approved roadside slashing program delivered annually	Program delivery monitoring
e.	Visitor economy	Restoration of assets associated with bushfire affected trails and re-opened for visitor engagement with the natural environment. (e.g., trails, campsites and facilities)	DEECA / Parks Victoria



Pillar 4: Measures – Planning and Building Infrastructure for current and future needs			Source
a.	Road Management Plan compliance	Maintain >99% compliance to Plan intervention levels	Bi-annual compliance audits
b.	Increased digital connectivity and literacy	Percentage increase in households and businesses with access to high-speed broadband	Targeted survey data – baseline survey 2025, update survey 2026
		Number of participants in digital literacy programs	Library program registration data
c.	Industrial and commercial land availability	Initiate increased availability of serviced industrial / commercial land to attract private investment	Project Status Reporting
d.	Improved transport infrastructure	Percentage of identified end-of-life bridges renewed or replaced.	Capital Works Program
		Reduction in the number of weight-restricted bridges (2025 26/150 17%)	Capital Works Program
e.	Emergency water (for stock and fire emergencies)	Within 4 years achieve 100% coverage of accessible emergency water within 20km of any resident	Project Status Reporting



Pillar 5: Measures – Community-Centric Leadership and Proactive Service Delivery			Source
a.	Responsiveness and enquiries resolution	>80% resolution within 15 days of receipt for customer action requests, enquiries and complaints	CRMS Data
		Reduction in average processing times for service requests and enquiries	CRMS Data
b.	Community satisfaction	3% improvement in community satisfaction scores for Council Overall Performance (2024 – 55)	Local Government Performance Reporting
c.	Community engagement	3% improvement in community satisfaction scores for Consultation and Engagement (2024 – 52)	Local Government Performance Reporting
d.	Overall Council direction	3% improvement in community satisfaction scores for Overall Council Direction (2024 – 43)	Local Government Performance Reporting
e.	Staff development and engagement	3% improvement in staff satisfaction and engagement survey results	Annual staff survey
f.	Technology utilisation	Increase in online service adoption rates by the community	Website interaction statistics

Note: The measures contained above are aspirational and outcomes based, however some of these are influenced by external macro-economic and other factors outside Council control. Where data is not currently measured, baseline and achievement numbers will be determined by annual survey.

INITIATIVES

To deliver the council Plan 2025-2029

Pillar 1: Support and grow Liveable Places, Connected Communities						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaborations	25/26	26/27
A. Promote inclusivity and accessibility for all life stages by creating welcoming spaces and supporting diverse social, cultural and recreational activities.	1A.1 Develop and deliver Community Programs, inclusive of: • Age Friendly • Library • Youth • Creative	Partner / Deliver	Budget	Accountability: Community Development	✓	✓
	1A.2 Develop a Diversity, Equity and Inclusion Framework and activities that support awareness	Partner / Deliver	Needs funding	Collaborations: Positive Ageing Library Youth	✓	✓
	1A.3 Review, develop and implement the Reconciliation Plan, partnering with key stakeholders	Partner / Deliver	Needs funding	People and Culture Community Development	✓	✓
	1B.1 Review, conduct and develop an updated Recreation Strategy inclusive of: • Leisure needs community engagement • Utilisation, inclusivity and accessibility of recreational facilities that ensure safe spaces and environments inclusive of Aquatic facilities • Transport networks which support activation (walkability, etc)	Partner / Deliver	Budget	Accountability: Community Development	✓	✓
B. Improve community safety and wellbeing through accessible health services, active lifestyles, mental health support and effective local laws that ensure a high standard of safety and amenity.			Some elements require budget	Collaborations: Economic Development Assets	✓	✓

Pillar 1: Support and grow Liveable Places, Connected Communities						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaborations	25/26	26/27 27/28 28/29
C. Enable responsible development and population growth through strategic planning, affordable housing and community-driven township planning that reflects local identity.	1B.2 Review and implement Council's Local Law	Deliver	Budget	Community Safety	✓	✓
	1B.3 Deliver and implement Council's Municipal Health and Wellbeing Plan	Partner / Deliver	Needs funding	Community Development	✓	✓
	1C.1 Conduct settlement planning to inform township plans and future housing development / housing needs (inclusive of all demographics) for five townships which inform Community Action Plans	Deliver	Budget	Accountability: Planning and Development	✓	✓
			Needs funding	Collaborations: Economic Development Community Development		
	1C.2 Deliver a range of development initiatives that enable additional housing/accommodation which is supported by existing and planned services	Partner / Deliver	Budget Needs additional funding	Planning and Development	✓	✓
D. Strengthen community outcomes by fostering partnerships, supporting volunteers and encouraging civic engagement to build capacity and deliver improved services.	1D.1 Develop and implement: • Community Strengthening Policy Framework to inform development of: Community action plans aligned with township plans	Support / Partner	Budget	Community Development	✓	✓
	1D.2 Develop and implement Volunteer Framework, inclusive of: • Committee of Managements • Community Transport • Governance, OHS and Risk	Deliver	Budget	Community Development	✓	✓

Pillar 2: Promote a Diversified, Thriving Economy						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaborations	25/26	26/27 27/28 28/29
A. Support the growth and diversification of new and existing businesses, with a focus on key sectors, innovation and attracting investment.	2A.1 Participate, design and deliver initiatives to support our Business community, including: - Local Business Support program "Small Business Friendly Program" - Business Friendly Charter in partnership with Victoria Small Business Commission - Business concierge program	Partner / Deliver	Budget	Accountability: Economic Development Collaborations: Planning / Building Regulatory Services	✓	✓
	2A.2 Develop and increase availability of serviced industrial land to actively attract business and industry investment	Deliver	Budget	Accountability: Economic Development Collaborations: Planning and Development	✓	✓
B. Deliver coordinated and facilitated planning and economic development outcomes to support community aspirations and foster business and tourism growth.	2B.1 Develop and implement Economic Development Strategy that considers: - Business activity to support key employers - Economic Taskforce - Investment attraction - Employment Attraction	Partner / Deliver	Budget	Accountability: Economic Development Collaborations: Planning and Development	✓	✓
	2B.2 Facilitate and develop Resilient Agricultural Report with partners (Adapt to climate change and identify opportunities for value-add and diversification)	Partner / Deliver	Funded	Economic Development	✓	✓

Pillar 2: Promote a Diversified, Thriving Economy							
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaborations			
				25/26	26/27	27/28	28/29
C. Promote and support community events and the visitor economy to celebrate local culture, promote tourism and stimulate the local economy.	2C.1 Implement Pyrenees Local Area Action Plan (Tourism Strategy) in partnership with Tourism MidWest Victoria and Local Organisations	Partner / Deliver	Budget	✓	✓	✓	✓
D. Advocate for improved transport infrastructure, support job creation and invest in workforce development to enhance connectivity and economic opportunities.	2D.1 Deliver and advocate for improved heavy-vehicle accessibility and other transport related improvements across the Pyrenees road networks	Advocate / Deliver	Needs funding	✓	✓	✓	✓
				Accountability: Engineering Collaborations: Works Assets			

Pillar 3: Preserve, promote and enjoy the natural environment						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaborations	25/26	26/27
A. Preserve and manage biodiversity and natural assets for long-term community benefit and environmental sustainability.	3A.1 Review and implement Roadside Management Plan inclusive of: • Tree Planting guide • Roadside prevention activities • Management of pest and weeds	Deliver	Budget	Environment Team	✓	✓
	3A.2 Partner with regional bodies and agencies to develop and implement Water Management and Drought resilience projects and natural waterway health	Partner	Needs funding	Accountability: Economic Development Collaborations: Environment Community Development	✓	✓
	3B.1 Work with partner agencies to review and implement Municipal Emergency Management Plan, inclusive of: • Support and administration of the Municipal Emergency Management Planning Committee • Emergency recovery and resilience activities • Consideration of resilient communities framework	Partner / Deliver	Budget	Accountability: Emergency Management Collaborations: Economic Development	✓	✓
B. Mitigate risks, build community resilience and enhance responsiveness to natural disasters through proactive planning and collaboration.	3B.2 Deliver flood planning scheme amendment and support future flood studies	Deliver	Budget	Planning and Development	✓	✓
	3B.3 Continue advocacy for fairer emergency recovery reimbursement process for regional and rural councils.	Advocate	Budget	Executive Leadership	✓	✓

Pillar 3: Preserve, promote and enjoy the natural environment						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaborations	25/26	26/27 27/28 28/29
C. Support local industries and communities in adapting to climate change through sustainable practices and strategic adaption efforts.	3C.1 Review and implement Climate Change Response Mitigation Plan, inclusive of: • Home energy efficient initiatives and education • Agricultural diversity opportunities	Partner / Deliver	Budget	Accountability: Environment Team Collaborations: Economic Development	✓	✓
						✓
D. Promote responsible waste practices by reducing landfill, improving resource recovery and advocating for accessible, efficient and rural-appropriate waste services.	3D.1 Review and implement Waste and Recycling Strategy, inclusive of: • Food and Organics waste (FOGO) kerbside collection and management service • Community education on recycling and diversion from landfill	Deliver	Budget	Accountability: Engineering Collaborations: Communications	✓	✓

Pillar 4: Planning and Building Infrastructure for current and future needs						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaborations	25/26	26/27
A. Plan, build and maintain essential infrastructure – including water, waste, sewerage, roads, bridges and community assets – to support liveability, resilience and growth.	4A.1 Investigate and advocate for improved access to water during drought and periods of high fire risk that are accessible	Advocate / Deliver	Budget	Assets	✓	✓
	4A.2 Develop, review and implement Asset Management Plan, inclusive of: Annual Capital Works program	Deliver	Budget and Funding	Accountability: Assets Collaborations: Engineering Works	✓	✓
	4A.3 Advocate for investment in essential infrastructure in partnership with Greater Ballarat Alliance of Councils (GBAC) inclusive of: Water and sewer	Advocate / Partner	Budget	Accountability: Executive Leadership Collaborations: Economic Development	✓	✓
B. Address communication disadvantage and advocate for all communities to have reliable access to mobile, internet and emergency services through strong advocacy and investment.	4B.1 Implement Pyrenees Digital Communications Strategy	Advocate / Deliver	Budget	Accountability: Economic Development Collaborations: Communications	✓	✓
C. Support the local communities by facilitating appropriate land use planning outcomes.	4C.1 Develop and implement Facilitated Planning Concierge Service	Deliver	Needs funding	Accountability: Economic Development Collaborations: Planning and Development	✓	✓

Pillar 4: Planning and Building Infrastructure for current and future needs						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaborations	25/26	26/27 27/28 28/29
D. Advocate for fair renewable energy development, access to critical water supplies and effective maintenance of natural and built assets to reduce impacts on communities and the environment.	4D.1 Continue advocacy for energy projects which achieve best outcomes for our communities	Advocate	Budget	Planning and Development	✓	✓ ✓ ✓

Pillar 5: Community-Centric Leadership and Proactive Service Delivery						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaborations	25/26	26/27
A. Foster a values-driven, inclusive culture where residents and community needs are central to all decision-making. Empower leadership at all levels to be responsive, accountable and aligned with Council and community priorities.	5A.1 Develop and implement Customer Service Charter	Deliver	Budget	Governance and Performance	✓	✓
	5A.2 Review and implement Governance Framework	Deliver	Budget	Governance and Performance	✓	✓
	5B.1 Review, develop and implement Project Management Framework inclusive of: • Good governance • Accountability • Transparency • Reporting of outcomes to community	Deliver	Budget	Governance and Performance	✓	✓
B. Work constructively and in partnership with individuals and communities to anticipate needs, solve issues early and deliver outcomes that build trust and resilience.	5B.2 Review and implement updated Community Engagement and Communication Framework, inclusive of: • Survey of community preferred communication channels • Age Friendly • Youth; and • Annual plan	Deliver	Budget	Accountability: Community Development Collaborations: Communications Positive Ageing Youth Senior Leadership Team	✓	✓

Pillar 5: Community-Centric Leadership and Proactive Service Delivery						
Strategic Priority	Initiatives	Contribution	Budget	Accountability and Collaborations	25/26	26/27 27/28 28/29
C. Ensure timely, clear and consistent communication and build strong community relationships, underpinned by transparency and meaningful engagement.	5C.1 Review, maintain and continuously improve digital website and engagement options (Engagement, surveys, forms, information)	Deliver	Budget	Communications	✓	✓
	5D.1 Develop and deliver an annual service review program to identify opportunities for improvement, inclusive of: Utilising internal audit program outcomes	Deliver	Budget	Accountability: Governance and Performance Collaborations: People and Culture Senior Leadership Team	✓	✓
	5D.2 Prepare and deliver a Workforce Plan including planned investment in staff upskilling to facilitate effective and innovative service delivery	Deliver	Budget	People and Culture	✓	✓



Pyrenees
Shire Council

Beaufort Office

5 Lawrence Street,
Beaufort VIC 3373

T 1300 797 363

Avoca Office

122 High Street,
Avoca VIC 3467

T 03 5465 1000

E pyrenees@pyrenees.vic.gov.au

pyrenees.vic.gov.au

