

	Objective	Action	Due date
1. Growing Our Place	1.1 Develop a new planning scheme for Ararat Rural City that is clear in its intention, supports growth and builds confidence and certainty around land use.	Develop a revised approach to ensuring that Council is able to make clear intentions around planning that support growth and certainty around land use without exposing landowners to unnecessary risk around the imposition of the Windfall Gains Tax.	30/08/2023
		Complete the environmental planning study being undertaken by Federation University Australia.	31/12/2023
		Recruit a community reference group to provide community input to the planning scheme review process.	31/10/2023
		Finalise existing flood study work undertaken by Council.	30/06/2023
		Undertake a strategic planning study for the Ararat East Development Zone which will inform a future growth strategy.	30/06/2023
	1.2 Support innovative housing models that work to overcome market failure and create the capacity to increase the population of Ararat Rural City.	Continue to develop the Ararat Housing Enterprise P/L, delivering the first four houses in Ararat during 2023/2024.	30/06/2023
		Work with stakeholders work towards implementation of the key recommendations of the Aradale Development Strategy.	Ongoing
		Complete construction of McLellan Street extension to provide alternate access to the Ararat East Development Zone.	30/11/2022
		Explore additional models for investment in affordable housing, including adoption of one new model in 2023/2024.	30/06/2024
	1.3 Work with other levels of government, business, and not-for-profits to develop programs to increase in-migration to Ararat Rural City to grow our population.	Continue to support and develop the in-migration program for people from the communities of Burma, transitioning from the Workforce Pilot Program to a locally based model.	31/12/2023
Develop an ARCC population strategy that will explore mechanisms for building sustainable population growth.		31/03/2023	
2. Robust Local Economies	2.1 Partner with Federation University Australia to deliver the Ararat Jobs and Technology Precinct (AJTP).	Activate the "Tech Lab" at the Laby St site	31/12/2023
		Hold a twice-yearly research seminar which will showcase research activity from the AJTP to key stakeholders and the broader community	31/12/2023
		Build stronger connections between AJTP and local industry, including promotion of industry internships for research students.	Ongoing
		Develop an ARCC Economic Development and Innovation Strategy that supports development of agriculture, circular economy, advanced manufacturing and high yield tourism.	31/10/2023
		Continue to develop the Ararat Digital Twin and Rural Smart City as an innovative model. Deliver three key project outcomes in 2023/2024.	30/06/2024
	2.2 Work with other levels of government, local business, and private investors to develop a business park within Ararat Rural City, focused on	Working with Invest Victoria, Regional Development Victoria and private sector partners develop plans for the ARCC Circular Economy Hub.	30/06/2024

2. Building	agricultural value adding and advanced manufacturing, potentially leveraging “behind the meter” energy.	Attract one new circular economy industry to Ararat during 2023/2024.	30/06/2024
		Continue to support Varolify P/L to develop a biogas plant in Ararat which utilises straw as the major input.	30/06/2024
	2.3 Engage with Grampians Tourism and local businesses to drive growth in high yield tourist outcomes.	Partnering with local wine makers, Grampians Wine Incorporated and Grampians Tourism develop an annual fine wine and food event at Mt Langi Ghiran vineyard.	31/12/2023
		Work with operators and Grampians Tourism to establish three new tourism businesses in the municipality during 2023/2024.	31/12/2023
3. Preserving our Environment	3.1 Position Ararat Rural City Council as a prime mover in driving circular economy policy in waste management, including local processing and management of recyclables, and in use of renewable energy for Council purposes.	Assess the effectiveness of Council's current 4 bin domestic materials recovery service and develop a model which utilises higher value uses for recovered material.	31/03/2024
		Explore a model for working with community asset committee to utilise roof top solar to increase use of renewable energy at community facilities.	31/12/2023
		Assess the feasibility of transitioning Council's passenger vehicle fleet to electric vehicles.	31/03/2024
		Undertake a staged implementation of the energy saving initiatives identified from EcoSave's report on Council owned assets.	30/06/2024
	3.2 Develop innovative energy solutions utilizing locally produced waste.	Continue to support Varolify P/L to develop a biogas plant in Ararat which utilises straw as the major input.	30/06/2024
		Leveraging the work in developing the Circular Economy Hub by attracting another business in the waste to energy/circular economy space.	30/06/2024
		Support Pomonal Power to implement community-based energy solutions for the community	30/06/2024
	3.3 Partner with local organizations and scientific experts to develop an appropriate and pragmatic local government Environment Strategy, focused on the circular economy, emission reduction through renewable energy and management of Council assets.	Complete the environmental planning study being undertaken by Federation University Australia.	31/12/2023
		Working with the Environment Working Group, develop Environment Strategy 2022-2032.	30/04/2023
		Develop an implementation plan for Council's Environment Strategy	30/06/2024
		Produce an annual scorecard outlining Council's progress on environmental outcomes	30/06/2024
	4.1 Ensure that asset development and renewal during the planning period matches that identified in Council's Asset Plan 2021-2031	Complete preliminary planning for the North-South Heavy Vehicle Route	31/03/2024
		Undertake lobbying to seek funding for the North - South Heavy Vehicle Route.	30/06/2024

4. Developing and maintaining key enabling infrastructure

Community life

	Complete 2023/2024 Capital Works Program	30/06/2023
	Adopt key road sealing, gravel resheeting, drainage, footpath and cycleway and community projects relating by the 2023/2024 Capital Works Program at the August 2023 Council Meeting.	31/08/2024
	Adopt the Asset Plan 2023/2024 (Year 2) Program at the August 2023 Council Meeting	31/08/2023
	Adopt individual asset plans for each asset class at the September 2023 Council Meeting	30/09/2023
	Undertake the road related elements of the Advocacy Program adopted by Council.	31/05/2024
4.2 Work directly with asset users to manage and develop new and existing assets.	Reinstitute bi-annual meetings of the Rural Roads Group	31/07/2023
	Conduct an annual asset forum that provides an opportunity to engage the community in development and review of key asset plans.	28/02/2024
	Complete Stage 1 of the Ararat Leisure Centre redevelopment	30/06/2024
	Review the 10-year Capital Works Strategy to inform 2024/2025 Budget	31/05/2024
	Develop a detailed two-year Capital Works Plan 2024/2025-2025/2026 to inform 2024/2025 Budget	31/05/2024
4.3 Deliver infrastructure outcomes that support economic growth, promote community wellbeing and safety, and align with Council's financial sustainability.	Deliver key outcomes from Council's Asset Plan 2022-2032 during the planning period.	30/06/2024
	Complete Gordon Street Recreation Reserve Redevelopment	31/10/2023
	Develop plans for development of walking / cycling tracks as an element of the Ararat on the Move strategy.	31/05/2024
	Undertake renovation and extension of the Buangor Recreation Reserve kitchen	30/06/2024
	Develop the redevelopment of the Tatyoon Recreation Reserve Clubrooms as a fully costed, "shovel ready" project.	31/12/2023
	Complete Stage 1 of Pomonal Tunnel Track Linkage Plan	31/03/2024
5.1 Open up Council's arts and culture assets to greater community participation, ownership and engagement in decision-making.	Continue to support the Friends of Gum San as the community committee of management manages the site.	30/06/2023
	Form a Town Hall User Group to provide feedback to Council on community use of the Town Hall.	30/09/2023
	Negotiate Memoranda of Understanding with key users of the Town Hall to ensure shared models of community use.	31/12/2023
	Commit to regular meetings with the Langi Morgala Committee to assist in developing the museum.	30/09/2023
5.2 Develop models of volunteering that recognize, support and properly utilize the skills that community volunteers bring to community life.	Promote the benefits and achievements of volunteers to encourage participation.	Ongoing
	Develop a project based, opt-in opt-out community volunteering model.	31/12/2023

5. Enhancing Community		Undertake a community skills audit to develop a database of skills available among community members for volunteering.	31/12/2023	
		Facilitate networks/partnerships with and between community groups.	Ongoing	
	5.3 Partner with community groups, not-for-profits, and traditional owner organizations to develop Ararat Rural City as a more inclusive and diverse community.		Work with community stakeholders to hold a community cultural festival.	31/03/2023
			Engage with key stakeholders to redevelop Council's Access and Inclusion Policy	31/03/2024
			Develop an engagement plan to work with the Barengi Gadjin Land Council in implementation of the Recognition and Settlement Agreement.	31/08/2023
			Commence a process of establishing respectful and productive relationships with traditional owner organizations	31/12/2023
			Engage in supporting the development of an Ararat interfaith group.	30/09/2023
6. Strong and Effective Governance	6.1 Deliver responsible budget outcomes, linked to strategy, that deliver value, innovation and rating fairness.	Develop a 2023/2024 Council Budget that delivers public value and returns dividends to the community where appropriate.	30/06/2024	
		Provide monthly financial reporting to Council and the community commencing Q3 2023/2024.	31/03/2024	
		Provide monthly reporting on Capital Works Program implementation, including cost against budget information.	31/08/2024	
	6.2 Ensure appropriate risk management is applied to Council and organizational decisions. Council's internal audit function is applied to areas of perceived risk.		Undertake an annual review of Council's Business Continuity Plan and Disaster Recovery Plan	30/06/2023
			Undertake an Annual review of Council's Risk Management Policy and Framework	30/06/2023
			Ensure appropriate analysis of all inquiry and investigation reports relevant to Council operations are examined and recommendations implemented.	Ongoing
			Develop and implement a new risk management information system.	31/12/2023
			Respond to all issues raised through Council's Internal Audit function	30/06/2023
	6.3 Continuously improve Council's community engagement process and practices in line with deliberative engagement practices, while acknowledging the need for a range of different techniques to ensure effective engagement.		Review Council's Deliberative Engagement Strategy	31/12/2023
			Develop an approach for informing the community of development and progress on major projects	31/12/2023