

1. Growing Our Place

Objective	Action	Due date	Progress	Officer update	Responsible Officer
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 reframing the planning scheme project has had a significant setback due to unforeseen impacts of the Windfall Gains Tax. At the September 2023 Council meeting, Council adopted a revised plan which is currently begin implemented.	Dr Tim Harrison / Rob Fillisch
	Complete the environmental planning study being undertaken by Federation University Australia.	31/12/2023	In progress 51-99%	Fieldwork for the study is complete. Mapping and recommendations being finalized ahead of release to Council.	Dr Tim Harrison
	Recruit a community reference group to provide community input to the planning scheme review process.	31/10/2023	In progress 0-50%	Formation of the community reference group has been delayed due to changes in the planning scheme review progress detailed in the first action in 1.1.	Josie Frawley
	Finalise existing flood study work undertaken by Council.	30/06/2024	In progress 51-99%	Flood study is complete. Discussions are underway with the Department of transport and Planning to implement a planning scheme amendment to finalise the process.	Rob Fillisch
	Undertake a strategic planning study for the Ararat East Development Zone which will inform a future growth strategy.	30/06/2024	In progress 0-50%	The Aradale Development Strategy has been completed. Planning requirements for other elements of the Ararat east Development Zone are being explored. Key stakeholders are being engaged in the process and trunk infrastructure requirements are being explored.	Dr Tim Harrison / Rob Fillisch
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.	30/06/2024	Ongoing	The Ararat Housing Enterprise has purchased land for six dwellings, with four being delivered in 2023/2024. Building contracts are currently being negotiated to build the first tranche of four houses.	Dr Tim Harrison / Rebecca Rodger
	Work with stakeholders work towards implementation of the key recommendations of the Aradale Development Strategy.	Ongoing	Ongoing	A group has been formed of key government departments and Council to work towards implementation of the key outcomes of the Aradale Development Strategy.	Dr Tim Harrison / Tim McDougall
	Complete construction of McLellan Street extension to provide alternate access to the Ararat East Development Zone.	30/11/2023	In progress 51-99%	Planning works have been completed since 2022/2023. Higher than usual rainfall has slowed progress on the project. Works have commenced on the McLellan St extension and it will be completed by the end of 2023.	Jeremy Learmonth / Rebecca Rodger
	Explore additional models for investment in affordable housing, including adoption of one new model in 2023/2024.	30/06/2024	In progress 51-99%	There has been significant progress made in relation to developing models for transitional worker housing, development of a r	Dr Tim Harrison
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 form the Workforce Pilot Program to a locally based model.	31/12/2023	Complete	Council has ensured that the in-migration is fully resourced to continue until 31/12/2023. Council has budgeted to continue supporting the project for the 2023/2024 financial year. Council continues to work with key stakeholders and government to build an innovative, place based model of support.	Tim McDougall
	Develop an ARCC population strategy that will explore mechanisms for building sustainable population growth.	31/03/2024	In progress 0-50%	The population strategy will be complete in the third quarter 2023/2024. Data science research is being used to develop a real benchmark for population growth in Ararat .	Dr Tim Harrison
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	Complete	The Tech Lab has been completed and will be officially opened in December 2023.	Glenn Carmen / Mel Roberts
	Hold a twice-yearly research seminar which will showcase research activity from the AJTP to key stakeholders and the broader community	31/12/2023	In progress 51-99%	FedUni have established a Technical Advisory Group for the AJTP, comprising senior academics, which provides high level support to staff and research students. A research workshop, "Future of the Regions", attended fifteen FedUni academics across, engineering, IT, economics, sociology and health was held to explore research that is beneficial to the Ararat Rural City community in November 2023. Community engagement will commence with the official opening of the redeveloped Laby St site in February 2024.	Dr Tm Harrison / Professor Harpinder Sandhu (FedUni)
	Build stronger connections between AJTP and local industry, including promotion of industry internships for research students.	Ongoing	Ongoing	The AJTP Advisory Group and the Future of the Regions group are focused on industry and stakeholder engagement. As PhD students commence their research projects the level of industry engagement is increasing.	Dr Tm Harrison / Professor Harpinder Sandhu (FedUni)
	Develop an ARCC Economic Development and Innovation Strategy that supports development of agriculture, circular economy, advanced manufacturing and high yield tourism.	31/10/2023	In progress 51-99%	Work on major economic development projects has delayed development and adoption of the strategy. It will be adopted at the February 2024 Council meeting.	Dr Tim Harrison / Tim McDougall
	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	In progress 51-99%	Council is currently making significant progress around delivery of Digital Twin / Smart City projects. These include development of the Attentis network, intpruction of bin level monitoring and installation of the "smart pole" on the corner of Barkly and Vincent St. A range of additional projects will be explored during 2023/2024.	Glenn Carmen / Mel Roberts
2.2 Work with other levels of government, local business, and private investors to develop a business park within Ararat Rural City, focused on agricultural value adding and advanced manufacturing. potentially leveraging "behind the	Working with Invest Victoria, Regional Development Victoria and private sector partners develop plans for the ARCC Circular Economy Hub.	30/06/2024	In progress 0-50%	Council is working with Invest Victoria, Regional Development Victoria and a number of private sector partners to make a case for a state significant circular economy hub in Ararat.	Dr tim Harrison / Tim McDougall
	Attract one new circular economy industry to Ararat during 2023/2024.	30/06/2024	In progress 0-50%	Council is currently in discussion with a number of circular economy businesses in a Commercial in Confidence basis.	Dr Tim Harrison / Tim McDougall

2. Building Robust Local Economies

	manufacturing, potentially generating "excess meter" energy.	Continue to support Valorify P/L to develop a biogas plant in Ararat which utilises straw as the major input.	30/06/2024	In progress 51-99%	The Valorify biogas plant is being strongly supported by Council to move towards financial close and construction commencing in the 2024 calendar year. The key local element to the project at this stage is commitment of 150,000 tons of straw from local primary producers.	Dr Tim Harrison / Tim McDougall	Bankable Feasibility Study Expected to Completed by the end of 2023
	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		Working with wineries to build a sustainable fine wine event. Looking for funding streams for a 2024 event. Supporting GWI with an event strategy	Dr Tim Harrison / Tim McDougall	Received 2 enquiries following the launch.
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.	Work with operators and Grampians Tourism to establish three new tourism businesses in the municipality during 2023/2024.	30/06/2024	In progress 0-50%	A comprehensive investment prospectus has been developed by Grampians Tourism and member Councils. There is already significant investment interest developed from the prospectus. Council is supporting development of a range of tourism businesses in the municipality and is hopeful that there will be three new business established during 2023/2024.	Dr Tim Harrison / Tim McDougall	Exploring a Family resort in Pomonal and Leisure Hotel in Ararat. Pomonal Bath House has lodged planning permits
		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	In progress 0-50%	An evaluation of the effectiveness of Revolution Ararat will be undertaken in the third quarter 2023/2024.	Ian Cooper / Rebecca Rodger	
		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	In progress 0-50%	Willaura Recreation Reserve has fitted rooftop solar to their facility through their own resources. A broader approach has not yet been developed and discussed with Community Asset Committees. This will be completed by 31/03/2024.	Dr Tim Harrison / Josie Frawley	
		Assess the feasibility of transitioning Council's passenger vehicle fleet to electric vehicles.	31/03/2024	In progress 0-50%	Council adopted an Electrification Policy covering its fleet and light plant at the August 2023 Council meeting. The CEO has transitioned to an electric vehicle at a saving of in excess of \$20,000. Further opportunities for conversion will be assessed on a case by case basis.	Rebecca Rodger	
	3.2 Develop innovative energy solutions utilizing locally produced waste.	Undertake a staged implementation of the energy saving initiatives identified from EcoSave's report on Council owned assets.	30/06/2024	In progress 0-50%	There are a range of opportunities for energy conservation based on EcoSave's report. The financial payback period on the majority of these projects makes them cost prohibitive.	Shaun Foy / Rebecca Rodger	
		Continue to support Virility P/L to develop a biogas plant in Ararat which utilises straw as the major input.	30/06/2024	In progress 0-50%	The Valorify biogas plant is being strongly supported by Council to move towards financial close and construction commencing in the 2024 calendar year. The key local element to the project at this stage is commitment of 150,000 tons of straw from local primary producers.	Dr Tim Harrison / Tim McDougall	Bankable Feasibility Study Expected to Completed by the end of 2023, now named https://araratbio.com.au/
		Leveraging the work in developing the Circular Economy Hub by attracting another business in the waste to energy/circular economy space.	30/06/2024	In progress 0-50%	Council is working with Invest Victoria, Regional Development Victoria and a number of private sector partners to make a case for a state significant circular economy hub in Ararat.	Dr Tim Harrison / Tim McDougall	
	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.	Support Pomonal Power to implement community-based energy solutions for the community	30/06/2024	In progress 0-50%	Council is working on a community battery for Pomonal through the Regional Greenhouse Alliance Neighbourhood Battery Project.	Dr Tim Harrison	
		Complete the environmental planning study being undertaken by Federation University Australia.	31/12/2023	In progress 51-99%	Fieldwork for the study is complete. Mapping and recommendations being finalised ahead of release to Council.	Dr Tim Harrison	
		Working with the Environment Working Group, develop Environment Strategy 2022-2032.	30/04/2024	In progress 51-99%	A draft Environment Strategy has been developed based on Working Party feedback. It will be approved by the Working Party and then put out for community consultation.	Josie Frawley / Lauren Jakob (FedUni)	
Develop an implementation plan for Council's Environment Strategy		30/06/2024	In progress 0-50%	Following adoption of the draft Environment Strategy an Annual Plan for 2024/2025 will be developed to guide implementation .	Josie Frawley / Lauren Jakob (FedUni)		
4.1 Ensure that asset development and renewal during the planning period matches that identified in Council's Asset Plan 2021-2031	Produce an annual scorecard outlining Council's progress on environmental outcomes	30/06/2024	In progress 0-50%	The environmental score card will be developed by the Environment Working Group following adoption of the Environment Strategy.	Glenn Carman / Mel Roberts		
	Complete preliminary planning for the North-South Heavy Vehicle Route	31/03/2024	In progress 0-50%	Some initial planning discussions have been undertaken with the Department of transport and Planning around planning of the North - South Heavy Vehicle Route.	Tim Taylor / Jeremy Learmonth		
	Undertake lobbying to seek funding for the North - South Heavy Vehicle Route.	30/06/2024	In progress 0-50%	Initial lobbying for the North South Heavy Vehicle Route has been undertaken with local state members and senior bureaucrats. The project has been included in Council's Advocacy Strategy for 2023/2024.	Dr Tim Harrison		
	Complete 2023/2024 Capital Works Program	30/06/2023	In progress 0-50%	The 2023/2024 Capital Works program is progressing well and tracking towards full completion. Progress is reported at each monthly Council meeting	Rebecca Rodger / Charlie Mason / Ian Cooper		
	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	Complete	Key elements of the capital works lan have been developed and progress is reported on a monthly basis to Council and the community.	Rebecca Rodger / Jeremy Learmonth / Ian Cooper		
	Adopt the Asset Plan 2023/2024 (Year 2) Program at the August 2023 Council Meeting	31/08/2023	In progress 51-99%	The Asset Plan adopted for 2022/2023 was very aspirational and is still being finished in Q1 and Q2 2023/2024. A truncated Asset Plan 2023/2024 will be presented to the February Council meeting.	Shaun Foy / Glenn Carmen		
Adopt individual asset plans for each asset class at the September 2023 Council Meeting	30/09/2023	Complete	Asset Plans for each asset class have been adopted by Council with the final plan to be adopted at the November 2023 Council Meeting.	Rebecca Rodger			

4. Developing and maintaining key enabling infrastructure

	Undertake the road related elements of the Advocacy Program adopted by Council.	31/05/2024	In progress 0-50%	Council has undertaken significant advocacy around Mt William Road and the North South Heavy Vehicle Route. Roads lobbying is a key element of every meeting with politicians and every forum attended by Councillors or Council staff.	Dr Tim Harrison	
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	In progress 0-50%	The Rural Roads Group will be reconstituted and meet quarterly from Q3 2023/2024.	Dr Tim Harrison	
	Conduct an annual asset forum that provides an opportunity to engage the community in development and review of key asset plans.	28/02/2024	In progress 0-50%	The asset forum will be held in Q3 2023/2024	Josie Frawley	
	Complete Stage 1 of the Ararat Leisure Centre redevelopment	30/06/2024	In progress 0-50%	A revised model for Leisure Centre redevelopment is being explored and further planning required to deliver the first stage of the Leisure Centre redevelopment. There is a need to mitigate risks around potential project cost and complexity in any redesign process.	Rebecca Rodger / Janeen Willaimson	
	Review the 10-year Capital Works Strategy to inform 2024/2025 Budget	31/05/2024	In progress 0-50%	Review will be completed in Q3 2023/2024 and presented to the March 2024 Council Meeting.	Dr Tim Harrison	
	Develop a detailed two-year Capital Works Plan 2024/2025-2025/2026 to inform 2024/2025 Budget	31/05/2024	In progress 0-50%	The detailed two-year capital works plan will be completed in Q3 2023/2024 and presented to the March 2024 Council Meeting.	Dr Tim Harrison / Rebecca Rodger	
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	In progress 51-99%	A number of key outcomes of the 2022/2023 Asset Plan have been delivered in Q1 and Q2 2023/2024.	Shaun Foy	
	Complete Gordon Street Recreation Reserve Redevelopment	31/10/2023	In progress 51-99%	The Gordon St Recreation Reserve Redevelopment will be complete in full by mid-January 2024. The pavilion and AFLW ground will be complete by mid-December 2023.	Damith Yapa	
	Develop plans for development of walking / cycling tracks as an element of the Ararat on the Move strategy.	31/05/2024	In progress 0-50%	Council is working on design and implementation of a number of walking and cycling tracks around the municipality.	Jeremy Learmonth / Tim Taylor	
	Undertake renovation and extension of the Buangor Recreation Reserve kitchen	30/06/2024	In progress 0-50%	Designs and costing are complete. Additional funding beyond Council's contribution of \$270,000, is being sought to ensure that the project can be complete to the community's satisfaction.	Dr Tim Harrison	
	Develop the redevelopment of the Tatyoon Recreation Reserve Clubrooms as a fully costed, "shovel ready" project.	31/12/2023	In progress 51-99%	Preliminary design and costing work has been completed. Council, design architects and the community are currently working on redesign of the facility to ensure community and social outcomes are a priority over SRV criteria.	Rebecca Rodger	
	Complete Stage 1 of Pomonal Tunnel Track Linkage Plan	31/03/2024	In progress 0-50%	Progressing with Planning permissions, further work with Ecology and Heritage and Arborist is complete and will be resubmitted with DEECA in December	Tim McDougall	
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	Ongoing	support for the Friends of Gum San is ongoing. This includes working with Friends of Gum San and Monash University to explore support for educational and curatorial outcomes.	Josie Frawley	
	Form a Town Hall User Group to provide feedback to Council on community use of the Town Hall.	30/09/2023	In progress 0-50%	Discussions have been held around forming a Town Hall Users Group and these will be further pursued in Q3 2023/2024. Significant work has been done by Council staff to clarify relationships and expectations.	Josie Frawley / Tim Lewis	
	Negotiate Memoranda of Understanding with key users of the Town Hall to ensure shared models of community use.	31/12/2023	In progress 0-50%	Discussion has commenced with the Ararat E	Josie Frawley / Tim Lewis	
	Commit to regular meetings with the Langi Morgala Committee to assist in developing the museum.	30/09/2023	Ongoing	Three meeting with Langi Morgala Committee members have been held so far in 2023/2024. Relationships between Council and the Committee have room for improvement.	Dr Tim Harrison	
	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	Ongoing	This element requires significant work during the second half of 2023/2024.	Josie Frawley
		Develop a project based, opt-in opt-out community volunteering model.	31/12/2023	In progress 0-50%	Some work has been done on developing this model during the second half of 2023/2024.	Dr Tim Harrison / Josie Frawley
		Undertake a community skills audit to develop a database of skills available among community members for volunteering.	31/12/2023	In progress 0-50%	The community skills audit has not been undertaken. This will be done in conjunction with the opt-in opt-out volunteering model.	Josie Frawley
		Facilitate networks/partnerships with and between community groups.	Ongoing	Ongoing	Some work has been done in this space as a result of other programs such as the Workforce Pilot Program.	Dr Tim Harrison
	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	In progress 0-50%	A grant application has been submitted to the 2023-24 Multicultural Festivals and Events Program Round 2. The outcome is expected in late December 2023.	Josie Frawley
		Engage with key stakeholders to redevelop Council's Access and Inclusion Policy	31/03/2024	In progress 0-50%	Work on developing the Engagement and Inclusion Policy will commence in Q3 2023/2024	Erin Mackley
		Develop an engagement plan to work with the Barengi Gadjin Land Council in implementation of the Recognition and Settlement Agreement.	31/08/2023	Ongoing	Council has been briefed and remain supportive of positive engagement with the BGLC around the RSA. The Mayor made a public statement supporting positive relationships and the CEO hopes to meet with the BGLC prior to 31/12/2023.	Dr Tim Harrison
		Commence a process of establishing respectful and productive relationships with traditional owner organizations	31/12/2023	Ongoing	This is an ongoing and significant activity. The CEO will be hoping to meet with the EMAC and BGLC before 31/12/2023	Dr Tim Harrison

Planning approval has been delayed with RFI for Native Veg impacts

5. Enhancing Community life

6. Strong and Effective Governance		Engage in supporting the development of an Ararat interfaith group.	30/09/2023	Complete	The CEO attended a meeting at the Ararat Neighbourhood regarding establishment of an interfaith group in July 2023. It was agreed to support the formation of the interfaith group at this meeting. Follow up on progress needs to be undertaken.	Dr Tim Harrison
	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	In progress 0-50%	Budget preparation will commence in January 2024.	Karissa Hogan
		Provide monthly financial reporting to Council and the community commencing Q3 2023/2024.	31/03/2024	In progress 51-99%	Regular quarterly reporting has been provided for Q1 and Q2 2023/2024. Monthly reporting will commence at the February	Karissa Hogan
		Provide monthly reporting on Capital Works Program implementation, including cost against budget information.	31/08/2024	Complete	Monthly reporting of progress of the Capital Works Program has been implemented since the August 2023 Council Meeting	Rebecca Rodger
	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	30/06/2024	In progress 51-99%	Progress is being made towards development and implementation of a workable business continuity and disaster recovery plan. Progress will be reported to the March 2024 Audit and Risk Committee.	Chandra Wilmott
		Undertake an Annual review of Council's Risk Management Policy and Framework	30/06/2024	In progress 0-50%	The Annual Review of Council's Risk Management and Policy Framework will be endorsed by the Audit and Risk Committee as an element of the review cycle.	Chandra Wilmott
		Ensure appropriate analysis of all inquiry and investigation reports relevant to Council operations are examined and recommendations implemented.	Ongoing	Ongoing	Each external enquiry and investigation undertaken in the local government sector is examined and appropriate actions undertaken. Significant issues and remedies are reported to the audit and risk committee.	Josie Frawley / Chandra Wilmott
		Develop and implement a new risk management information system.	31/12/2023	In progress 51-99%	A new risk management system has been developed and is currently having information uploaded.	Glenn Carmen/Chandra Wilmott
		Respond to all issues raised through Council's Internal Audit function	30/06/2024	Ongoing	Opportunities for improvement identified through the internal audit process are being implemented and current status of outstanding items is being reported to each quarterly audit and risk committee meeting.	Josie Frawley / Chandra Wilmott
	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	In progress 0-50%	The review will be complete in Q3 2023/2024 and a revised policy taken to the March 2024 Council Meeting for adoption.	Josie Frawley
		Develop an approach for informing the community of development and progress on major projects	31/12/2023	In progress 0-50%	This will be achieved through better use of the Engage Ararat site.	Josie Frawley