

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.	8/30/2023	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.	12/31/2023	In progress 51-99%	Fieldwork for the study is complete. Draft report has been completed and mapping is currently being finished. It is anticipated that this report will be received at the June 2024 Council meeting.	Dr Tim Harrison
	Recruit a community reference group to provide community input to the planning scheme review process.	10/31/2023	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.	Dr Tim Harrison / Phuong Au
	Finalise existing flood study work undertaken by Council.	6/30/2024	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.	6/30/2024	In progress 51-99%	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. VPA funding has been secured to support development of a structure plan.	Dr Tim Harrison / Rob Fillisch / Phuong Au
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.	6/30/2024	Ongoing	The Ararat Housing Enterprise has purchased land for six dwellings, with construction of four commencing in 2023/2024. Building contracts have been signed for delivery of two 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 / Phuong Au
	Complete construction of McLellan Street extension to provide alternate access to the Ararat East Development Zone.	11/30/2023	Complete	Construction is complete and the McLellan St extension is open for traffic.	Jeremy Learmonth / Rebecca Rodger
	Explore additional models for investment in affordable housing, including adoption of one new model in 2023/2024.	6/30/2024	Complete	A number of models for supply of affordable worker housing were put forward to the RDV Worker Housing Fund. One of these projects has moved forward to the expression of interest stage.	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 from the Workforce Pilot Program to a locally based model.	12/31/2023	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.	3/31/2024	In progress 51-99%	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	12/31/2023	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	12/31/2023	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 Tim 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 Tim 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.	10/31/2023	In progress 51-99%	Work on major economic development projects has delayed development and adoption of the strategy. It will be adopted at the June 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.	6/30/2024	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, introduction 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 meter" energy.	Working with Invest Victoria, Regional Development Victoria and private sector partners develop plans for the ARCC Circular Economy Hub.	6/30/2024	Ongoing	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.	6/30/2024	Complete	Council is currently in discussion with a number of circular economy businesses in a Commercial in Confidence basis. Plastoil Pty Ltd is committed to delivering a soft plastic recycling project in Ararat.	Dr Tim Harrison / Tim McDougall

2. Building Robust Local Economies

		Continue to support Valorify P/L to develop a biogas plant in Ararat which utilises straw as the major input.	6/30/2024	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. Sufficient straw has been committed by local farmers for the project to move to the next stages of development.	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.	12/31/2023	In progress 0-50%	Scoping a potential fine wine and food event. Currently exploring grant avenues including the State Government's Regional Events Fund.	Dr Tim Harrison / Tim McDougall	Received 2 enquiries following the launch.
		Work with operators and Grampians Tourism to establish three new tourism businesses in the municipality during 2023/2024.	6/30/2024	In progress 0-50%	A planning permit has been lodged for a new 80-room Ararat Hotel. Planning for Mount Langi Ghiran luxury accommodation is about to begin. Planning is due to be completed shortly for Pomonal Bath House. Working with developers for a new resort at the old Red Rock Olive Site in Pomonal. Progress has been made for a new Distillery in Ararat. A new Chocolate Factory is due to open in Ararat by December 2024. Mount William Estate is planning to develop an event space and further accommodation on the site.	Dr Tim Harrison / Tim McDougall	Exploring a Family resort in Pomonal and Leisure Hotel in Ararat. Pomonal Bath House has lodged planning permits
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.	3/31/2024	In progress 51-99%	An evaluation of the effectiveness of Revolution Ararat will be undertaken in 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.	12/31/2023	Ongoing	Willaura Recreation Reserve has fitted rooftop solar to their facility through their own resources. Most Community Asset Committees will engage with rooftop solar options as grant funding becomes available.	Dr Tim Harrison / Josie Frawley		
	Assess the feasibility of transitioning Council's passenger vehicle fleet to electric vehicles.	3/31/2024	Complete	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. Another fleet vehicle has been converted to an electric vehicle. Further opportunities for conversion will be assessed on a case by case basis.	Rebecca Rodger		
	Undertake a staged implementation of the energy saving initiatives identified from EcoSave's report on Council owned assets.	6/30/2024	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		
3.2 Develop innovative energy solutions utilizing locally produced waste.	Continue to support Virility P/L to develop a biogas plant in Ararat which utilises straw as the major input.	6/30/2024	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. Sufficient straw has been committed by local farmers for the project to move to the next stages of development.	Dr Tim Harrison / Tim McDougall	Bankable Feasibility Study Expected to Completed by the end of 2023, now named <a href="https://araratbio.com.au/">https://araratbio.com.au/</a>	
	Leveraging the work in developing the Circular Economy Hub by attracting another business in the waste to energy/circular economy space.	6/30/2024	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		
	Support Pomonal Power to implement community-based energy solutions for the community	6/30/2024	In progress 51-99%	Council is working on a community battery for Pomonal through the Regional Greenhouse Alliance Neighbourhood Battery Project.	Dr Tim Harrison		
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.	12/31/2023	In progress 51-99%	Fieldwork for the study is complete. Draft report has been completed and mapping is currently being finalised. It is anticipated that this report will be received at the June 2024 Council meeting.	Dr Tim Harrison		
	Working with the Environment Working Group, develop Environment Strategy 2022-2032.	4/30/2024	Complete	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	6/30/2024	Complete	The Environment Working Group have completed development of Council's environment plan, including annual implementation plans. This will be presented to the June 2024 Council meeting for adoption and community consultation.	Lauren Jakob (FedUni)		
	Produce an annual scorecard outlining Council's progress on environmental outcomes	6/30/2024	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		
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	3/31/2024	Ongoing	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.	6/30/2024	Ongoing	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	6/30/2023	In progress 51-99%	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		

3. Preserving our Environment

	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.	8/31/2024	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	8/31/2023	In progress 51-99%	A revised Asset Plan for 2024/2025 will be presented to the June 2024 Council Meeting.	Shaun Foy / Glenn Carmen
	Adopt individual asset plans for each asset class at the September 2023 Council Meeting	9/30/2023	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
	Undertake the road related elements of the Advocacy Program adopted by Council.	5/31/2024	Ongoing	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. Council revied \$5mill form the Federal Government to support rebuilding of Mt William Rd.	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	7/31/2023	In progress 0-50%	This was delayed by the impacts of the February 2024 fire events.	Dr Tim Harrison
	Conduct an annual asset forum that provides an opportunity to engage the community in development and review of key asset plans.	2/28/2024	In progress 0-50%	This was delayed by the impacts of the February 2024 fire events.	Alana Adams / Zoe Radas
	Complete Stage 1 of the Ararat Leisure Centre redevelopment	6/30/2024	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. This revision will be presented to the JKuly 2024 Council meeting.	Rebecca Rodger / Dr Tim Harrison
	Review the 10-year Capital Works Strategy to inform 2024/2025 Budget	5/31/2024	In progress 0-50%	Review will be completed in Q4 2023/2024 and presented to the June 2024 Council Meeting.	Dr Tim Harrison
	Develop a detailed two-year Capital Works Plan 2024/2025-2025/2026 to inform 2024/2025 Budget	5/31/2024	In progress 51-99%	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.	6/30/2024	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	10/31/2023	In progress 51-99%	The official openigen of the Gordon St Recreation Reserve will occur in June 2024. Works have been completed and the soccer pitches have been seeded. There is already sifnificant activity at the site including, soccer and Auskick.	Damith Yapa / Rebecca Rodger
	Develop plans for development of walking / cycling tracks as an element of the Ararat on the Move strategy.	5/31/2024	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	6/30/2024	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.	12/31/2023	In progress 51-99%	Preliminary design and costing work has been completed. There has been a change in strategy and the Tatyoon Recreation Reserve have chosen to invest resources in improvements to the football ground. A grant has been received form SRV and along with Council fund will see \$330,000 invested in the project.	Rebecca Rodger
	Complete Stage 1 of Pomonal Tunnel Track Linkage Plan	3/31/2024	In progress 51-99%	Progressing with Planning permisssons, 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.	6/30/2023	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.	Dr Tim Harrison
	Form a Town Hall User Group to provide feedback to Council on community use of the Town Hall.	9/30/2023	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.	Tim Lewis
	Negotiate Memoranda of Understanding with key users of the Town Hall to ensure shared models of community use.	12/31/2023	In progress 51-99%	Significant improvements in the model of working with key community stakeholders have been achieved in 2023/2024. The need to establish MOUs will be assessed on a case by case basis.	Tim Lewis
	Commit to regular meetings with the Langi Morgala Committee to assist in developing the museum.	9/30/2023	Ongoing	Four meetings with Langi Morgala Committee members have been held so far in 2023/2024. Relationships between Council and the Committee have improved considerably.	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	A Volunteer Expo and Volunteer Celebration will be held during Volunteer Week 2024 to recognise and encourage volunteering.	Candice O'Brien
	Develop a project based, opt-in opt-out community volunteering model.	12/31/2023	In progress 0-50%	Some work has been done on developing this model during the second half of 2023/2024.	Dr Tim Harrison
	Undertake a community skills audit to develop a database of skills available among community members for volunteering.	12/31/2023	In progress 51-99%	The community skills audit was launched by the Mayor at the Volunteering Celebration during Volunteer Week 2024.	Alana Adams / Zoe Radas
	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

Planning approval has been delayed with RFI for Native Veg impacts

5. Enh	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.	3/31/2023	Complete	A successful festival was held in February 2024	Tim McDougall
		Engage with key stakeholders to redevelop Council's Access and Inclusion Policy	3/31/2024	In progress 0-50%	Work on developing the Engagement and Inclusion Policy will commence in Q4 2023/2024	Dr Tim Harrison
		Develop an engagement plan to work with the Barengi Gadjin Land Council in implementation of the Recognition and Settlement Agreement.	8/31/2023	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 and Mayor have met with the co-CEO of BGLC.	Dr Tim Harrison
		Commence a process of establishing respectful and productive relationships with traditional owner organizations	12/31/2023	Ongoing	This is an ongoing and significant activity. Council has engaged in meetign with the BGLC in relation to implmentation fo the BGLC Recognition and Settlement Agreement(RSA). Council has also commenced engagement with EMAC to work on a constructive engagement aroudn the EMAC RSA.	Dr Tim Harrison
		Engage in supporting the development of an Ararat interfaith group.	9/30/2023	Complete	The CEO attended a meeting at the Ararat Neighbourhood House 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. 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.	6/30/2024	Complete	The Draft Budget 2024/2025 has been developed and community consultation has commenced.	Karissa Hogan / Rebecca Rodger / Dr Tim Harrison
		Provide monthly financial reporting to Council and the community commencing Q3 2023/2024.	3/31/2024	In progress 51-99%	Regular quarterly reporting has been provided for Q1 and Q2 2023/2024. Monthly reporting to the CEO has commenced and a model for reporting will be implemented to commence in the 2024/2025 financial year.	Karissa Hogan
		Provide monthly reporting on Capital Works Program implementation, including cost against budget information.	8/31/2024	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	6/30/2024	In progress 51-99%	Progress is being made towards development and implementation of a workable business continuity and disaster recovery plan. Coujncil continues to work through the plan with the Audit and Risk Committee.	Chandra Willmott
		Undertake an Annual review of Council's Risk Management Policy and Framework	6/30/2024	Complete	The Annual Review of Council's Risk Management and Policy Framework has been completed. It was reviewed at the April 2024 Audit and risk Committee Meeitng and adopted at the April 2024 Council Meeting.	Chandra Willmott
		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 approate actions undertaken. Significant issues and remedies are reported to the audit and risk committee.	Chandra Willmott
		Develop and implement a new risk management information system.	12/31/2023	In progress 51-99%	A new risk management system has been developed and is currently having information uploaded.	Glenn Carmen/Chandra Willmott
		Respond to all issues raised through Council's Internal Audit function	6/30/2024	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.	Chandra Willmott
	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	12/31/2023	In progress 0-50%	This will be reviewed by the new communication and engagement team and be presented for adoption at the June 2024 Council Meeting	Alana Adams / Zoe Radas
		Develop an approach for informing the community of development and progress on major projects	12/31/2023	In progress 0-50%	Council has rcently made an investment in staffing to improve communication and engagment activity. An integrated communication approach is being developed which includes social media, a new community newsletter, Engage Ararat and Council's website.	Alana Adams / Zoe Radas