



2021-25
COUNCIL
PLAN

Revised Version, 2024

Live | Work | Invest | Visit

2024-25 BUDGET



Message from the Mayor and CEO



Cr Rob Haswell
Northern Grampians Shire Council Mayor

My fellow councillors and I are delighted to present you with the fourth and final revision of our 2021-25 Council Plan.

This document is a way to set goals, develop strategies to achieve those goals, and then get to work to achieve what we set out to do. In this fourth phase, we also assess the actions taken and successes finalised.

This edition represents the final year in a four year planning block. Despite a disrupted start to this series, and the additional pressures that came following the pandemic, we have managed to achieve a lot. This plan highlights a great many projects to come, and we look forward to working with the community to ensure that the shire is a progressive, desirable and supportive place to live, work and invest in; the place everyone comes to visit and decides to stay.



Brent McAlister
Chief Executive Officer

On behalf of the organisation, I am honoured to present you with the fourth and final revision of our 2021-25 Council Plan.

Northern Grampians Shire Council has a proud history of ensuring that we deliver what we plan.

The council has designed this plan to ensure that we continue to work consistently to create the shire we envisage. The Council Plan is the council's contract with our community and ratepayers and it's vital we deliver on that contract.

The Council Plan sits cohesively alongside the 10-year Economic Development Strategy and 20-year Community Vision to direct priorities and actions. Collectively, these plans anchor the aspirations of our community and inform our day-to-day work. In the following pages we have highlighted the actions and outcomes that we will focus on this year.

Contents

Message From The Mayor and CEO	
Your Council	02
What We Do	03
Where We Are	04
Our Vision	05
Strategy	06
Goal 1 - Enhance Lifestyle and Community	08
Goal 2 - Boost Economic Growth	11
Goal 3 - Provide Sustainable Infrastructure	12
Goal 4 - Improve Organisational Effectiveness	13

ACKNOWLEDGEMENT OF COUNTRY

Northern Grampians Shire Council acknowledges the Traditional Custodians of the lands throughout the Northern Grampians Shire and pays our respects to their Elders, past, present, and emerging.

Your council

Your Councillors and Wards



Mayor, Cr. Rob Haswell
STAWELL WARD



Cr. Lauren Dempsey
STAWELL WARD



Cr. Murray Emerson
STAWELL WARD

**Northern
Grampians Shire**
is located in
Victoria's central
west, 110 kilometres
west of Ballarat
and 220 kilometres
north-west of
Melbourne, in the
south-east of the
Wimmera Southern
Mallee Region.



Cr. Karen Hyslop
KARA KARA WARD



Cr. Eddy Ostarsevich PhD
KARA KARA WARD



Cr. Kevin Erwin
CENTRAL WARD



Cr. Trevor Gready
SOUTH WEST WARD

What we do

The **Northern Grampians Shire** is made up of two key parts:

1. The Council which is made up of the seven elected Councillors
2. The Administration which is made up of all the staff, including the CEO

Both the elected members and the organisation work together to support the community.

The Council is elected to provide leadership for the good governance of the municipal district and the local community. The Council's main role is to set

the strategic direction for the organisation.

The Administration, led by the CEO, on the other hand, is responsible for overseeing the day-to-day management of the organisation's operation in accordance with the Council Plan, providing timely

advice to Council and ensuring the decisions of the Council are implemented promptly. The CEO is also responsible for appointing, directing and managing staff and establishing and maintaining an appropriate organisational structure.



LEFT TO RIGHT

Vaughan Williams
Director Corporate Services

Justine Kingan
Director Strategy, Prosperity
and Engagement

Trenton Fithall
Director Infrastructure
and Amenity

Brent McAlister
Chief Executive Officer

Where we are

11,864

People call Northern Grampians home

9,322

Jobs in Northern Grampians

1,158

Businesses in Northern Grampians

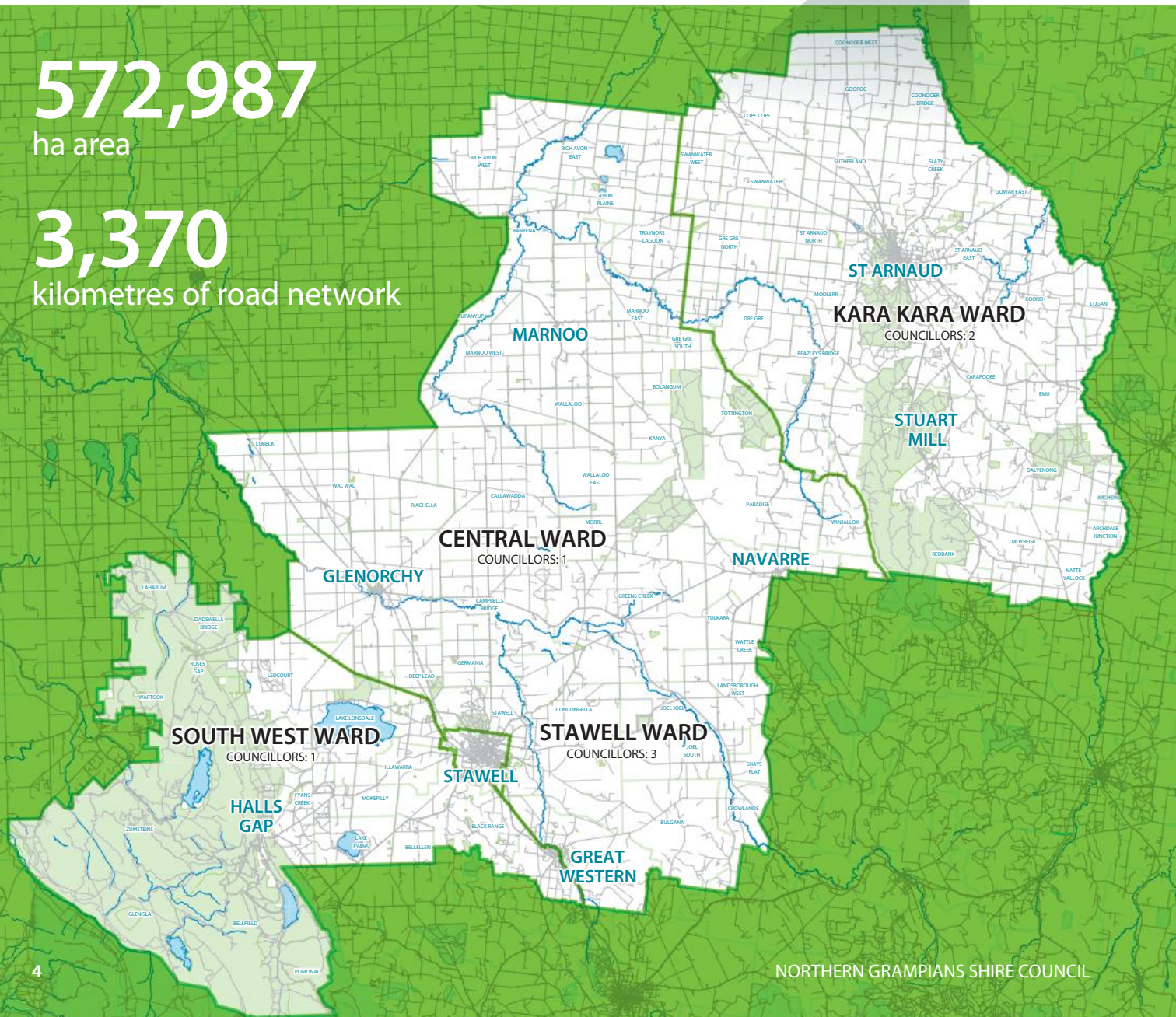


572,987

ha area

3,370

kilometres of road network



Our vision

How we can achieve **OUR VISION**



Building More Housing

- Innovative and sustainable developments that have mixed uses at different life stages.
- Essential for creating new jobs and attracting new families.

01



Growing Local Business

- Incentivise new business and reduce red tape to help existing business and agriculture expand.
- Develop new events to attract new investment.

02



Boosting Tourism

- Capitalise on our geographic position, our unique offerings and our history.
- Focus on responsible eco-friendly tourism and transport.

03



Wellness and Welfare

- Boost our medical facilities, improve mental health resources and become more inclusive.
- Develop the facilities and capabilities to deliver a range of recreational activities and events for all ages.

04



Improving Connectivity

- Create events, arts & culture to help us connect with one another.
- Identify improved transport connections that help people get where they want to be.
- Advance our digital connectivity to support learning and business.

05



Advancing Education

- Provide options more relevant to community livelihoods to cultivate purpose and demonstrate opportunity.
- Attract all ages to develop new skills, stay and support our community to grow.

06



Protecting the Natural Environment

- Advocate for more responsible water management and green waste recycling.
- Plan for future power sources like wind and solar power and sustainable transport like electric vehicles.

07



Being a Better Council

- Let the community know about what is going on, what decisions they can make and what happened if you asked them for their input.
- If something can't happen, tell the community why it can't and what other options there may be to help.

08

Strategy

Community Plans document the aspirations of individual communities and inform the larger plans, strategies and vision.



Council Plan

The 2021-25 Council Plan is the first in a series responding to the Shire Vision and Economic Development Strategy, alongside other community and government requirements.

4 YEAR PLAN



Asset Plan

The Asset Plan contains information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council over a period of at least 10 years.

10 YEAR PLAN



Financial Plan

The Financial Plan reports what Council is projecting to spend over the course of the next ten years to continue to deliver services, maintain and renew existing assets as well as build new infrastructure.

10 YEAR PLAN



Economic Development Strategy

For achieving the Shire (community) vision through economic development.

10 YEAR PLAN



Shire Vision 2041

A shared vision of future success for Northern Grampians Shire with long term goals to help make our communities better, together.

20 YEAR PLAN



Goal 1 Enhance Lifestyle and Community

Through Wellness and Welfare

STRATEGY 1 - Create an Enriching place to live

STATUS	ACTIONS
COMPLETE	Deliver the Arts and Culture web hub
COMPLETE	Develop a new Arts & Culture Action Plan 2022
COMPLETE	Redevelop Stawell Library
COMPLETE	Undertake a customer service review and develop an action plan for the Stawell Sports and Aquatic Centre
COMPLETE	Undertake a program review for the Stawell Sports and Aquatic Centre
COMPLETE	Deliver a St Arnaud Market Square Performance Space
COMPLETE	Fit out the St Arnaud Town Hall with Audio-visual Equipment
COMPLETE	Deliver the North Park Precinct Soccer Lighting
COMPLETE	Renew the St Arnaud Tennis Clubrooms
COMPLETE	Implement regional library alternatives for Marnoo
COMPLETE	Form a community working group to deliver actions in the Marnoo Community Plan
COMPLETE	Upgrade the St Arnaud pool and shade cover
COMPLETE	Develop a town beautification design plan for Marnoo
COMPLETE	Supply and install a Community Notice Board in Marnoo
COMPLETE	Form a community working group to deliver the Navarre Community Plan
COMPLETE	Supply and install a Community Notice Board in Navarre
COMPLETE	Deliver Lord Nelson Park multi-purpose sporting facility
COMPLETE	Deliver North Park Precinct Netball Court upgrade
COMPLETE	Investigate additional Big Hill precinct lookout (including arboretum) upgrades
COMPLETE	Partner with community to seek funding for a shade sail at playground/picnic area in Navarre

Goal 1 Enhance Lifestyle and Community

Through Wellness and Welfare

STRATEGY 1 - Create an Enriching place to live

STATUS	ACTIONS
COMPLETE	Deliver Central Park Football Clubrooms
COMPLETE	Resurface the North Park Precinct Tennis Courts
COMPLETE	Install a new entrance sign in Queen Mary Gardens
COMPLETE	Finalise the Stawell Sports & Aquatic Centre (SSAC) Feasibility Study and Master Plan
COMPLETE	Design and deliver the Lord Nelson Park Sports Oval Lighting Upgrade
COMPLETE	Design Central Park Football Changerooms
COMPLETE	Deliver the North Park Precinct Skate Park
IN PROGRESS	Design the Great Western Football & Netball Clubrooms and Lighting
IN PROGRESS	Undertake a Drainage Improvement Works Program
IN PROGRESS	Undertake a Kerb and Channel Improvement Program
COMPLETE	Enhance the Lord Nelson Park Sporting Club
IN PROGRESS	Design and deliver the Navarre Recreation Reserve Facility Upgrades
IN PROGRESS	Adopt the Navarre Recreation Reserve Precinct Master Plan
NOT STARTED	Improve pedestrian safety in the St Arnaud Civic Precinct Market Square Carpark
IN PROGRESS	Design Central Park Netball Courts and Changerooms
NOT STARTED	Upgrade Central Park Netball Changerooms
COMPLETE	Implement the Library review items
IN PROGRESS	Investigate St Arnaud Integrated Early Learning Centre
IN PROGRESS	Develop a new Stuart Mill Community Plan
IN PROGRESS	Design of the SSAC Master plan upgrades

Goal 1 Enhance Lifestyle and Community

Through Wellness and Welfare

STRATEGY 2 - Develop improved indigenous relationships

STATUS	ACTIONS
IN PROGRESS	Cultural Awareness training and protocol development

STRATEGY 3 - Ensure Integrated Access to Health and Human Services

STATUS	ACTIONS
COMPLETE	Develop the Municipal Public Health and Wellbeing Plan 2021-25

STRATEGY 4 - Improve Organisational Effectiveness

STATUS	ACTIONS
COMPLETE	Review and retender 'Meals on Wheels' contract

STRATEGY 5 - Protect and Enhance our Heritage Assets

STATUS	ACTIONS
COMPLETE	Create and publish a new Historical Assets register
COMPLETE	Renew Heritage Trail signage
IN PROGRESS	Protect key heritage buildings and precincts

STRATEGY 6 - Support Vulnerable People

STATUS	ACTIONS
IN PROGRESS	Undertake Positive Ageing Services Service Level Review

Goal 2 Boost Economic Growth

Through Building More Housing

STRATEGY 1 - Ensure Land Use Policy enables housing investment

STATUS	ACTIONS
COMPLETE	Handover the Sloane Street Residential Housing Development
COMPLETE	Develop a St Arnaud Structure Plan
IN PROGRESS	Investigate "Urban Growth Area" opportunities and constraints to accommodate long term housing supply in Stawell
IN PROGRESS	Housing stocktake

Through Growing Local Businesses

STRATEGY 1 - Ensure infrastructure that enables investment

STATUS	ACTIONS
IN PROGRESS	Advocate for funding the Halls Gap Heath Street bridge
IN PROGRESS	Advocate for an outer township gateway at the proposed London Rd intersection, Stawell
IN PROGRESS	Explore options for improved wayfinding (incl. signage and local information) along key urban routes
COMPLETE	Review the Northern Grampians Shire Council Stawell Aerodrome Masterplan
IN PROGRESS	Upgrade B-Double routes
IN PROGRESS	Undertake a Bridges and Major Culvert renewal program
IN PROGRESS	Secure funding of the Halls Gap commercial centre 'Rear Laneway Commercial Expansion
NOT STARTED	Advocate for the realignment of the Lake Road level crossing

STRATEGY 2 - Ensure Land Use Policy enables commercial investment

STATUS	ACTIONS
IN PROGRESS	Establish land use precincts along the Western Highway, Stawell
IN PROGRESS	Explore opportunities for long term industrial growth along Gilchrist Rd, Stawell and St Arnaud

Goal 2 Boost Economic Growth

Through Growing Local Businesses

STRATEGY 3 - Attract and retain a skilled workforce

STATUS	ACTIONS
COMPLETE	Review and determine additional funding of the Grampians New Resident and Workforce Attraction Strategy and Action Plan 2020
COMPLETE	Deliver the Opportunities Pyrenees, Ararat and Northern Grampians (OPAN) project
COMPLETE	Identify emerging opportunities to address housing and workforce challenges
IN PROGRESS	Migration support

STRATEGY 4 - Attract new rural industries

STATUS	ACTIONS
NOT STARTED	Determine feasible value-add opportunities to the agriculture sector

STRATEGY 5 - Attract research and development associations

STATUS	ACTIONS
COMPLETE	Oversight the Stawell Underground Physics Laboratory (SUPL)

STRATEGY 6 - Encourage commercial investment in the region

STATUS	ACTIONS
COMPLETE	Investigate retail options in Marnoo
IN PROGRESS	Develop a Priority Investment Prospectus

STRATEGY 7 - Reduce costs of energy on business and impact on climate change

STRATEGY 8 - Support existing business

STATUS	ACTIONS
COMPLETE	Develop and implement mechanisms to support our businesses to be strong, innovative and sustainable
COMPLETE	Develop and implement mechanisms to support growth focused entrepreneurs to embrace innovation, best practice, grow exports and jobs
IN PROGRESS	Revitalise and reactivate retail opportunities in Stawell and St Arnaud
IN PROGRESS	Advocate to State and Commonwealth Governments for the implementation of key recommendations in the Wimmera Southern Mallee Regional Digital Plan

Goal 2 Boost Economic Growth

Through Boosting Tourism

STRATEGY 1 - Ensure quality tourism experience

STATUS	ACTIONS
COMPLETE	Develop a feasibility study for visitor accommodation in Halls Gap and surrounds
COMPLETE	Develop a Stawell Tourism Action Plan
COMPLETE	Develop a St Arnaud Tourism Action Plan
COMPLETE	Upgrade the St Arnaud Caravan Park
COMPLETE	Upgrade the Stawell Caravan Park
IN PROGRESS	Deliver the Grampians Peaks Trail Halls Gap connection
COMPLETE	Deliver Tourism Events Strategy
IN PROGRESS	Support Victoria's Goldfields to be given UNESCO World Heritage status

Goal 2 Boost Economic Growth

Through Improving Connectivity

STRATEGY 1 - Attract and retain a skilled workforce

STATUS	ACTIONS
IN PROGRESS	Develop an Agency Partnership Framework

STRATEGY 2 - Attract new rural industries

STATUS	ACTIONS
COMPLETE	Review the Domestic Animal Management Plan
COMPLETE	Undertake a General Local Law Review
COMPLETE	Stawell Pound Update Works
IN PROGRESS	Undertake a Stawell flood study
COMPLETE	Undertake a St Arnaud Flood Study
COMPLETE	Undertake a Marnoo Flood Study
IN PROGRESS	Support Schools to create their own Transport Safety Management Plans

STRATEGY 3 - Attract research and development associations

STATUS	ACTIONS
COMPLETE	Additional Bike Path Development in Halls Gap
COMPLETE	Implement Great Western Trail Stage 2 signage
COMPLETE	Develop a safe path for workers on Abattoir Road
COMPLETE	Investigate the Ararat-Halls Gap Road bike path extension
IN PROGRESS	Undertake a Footpath Improvement Program
IN PROGRESS	Deliver Open Space and Active Transport Plan
IN PROGRESS	Undertake a Major Rural Roads Improvement Program
IN PROGRESS	Undertake a Rural Residential Road Improvement Program
IN PROGRESS	Undertake a Town Road Sealing Improvement Program
IN PROGRESS	Undertake an Urban Residential Road Improvement Program
COMPLETE	Undertake the Great Western Trail Stage 1 - Trail Delivery
NOT STARTED	Undertake a Cyclist Safety Improvement Program
COMPLETE	Complete the St Arnaud wayfinding signage program

Goal 2 Boost Economic Growth

Through Advancing Education

STRATEGY 1 - Attract and retain a skilled workforce

STATUS	ACTIONS
IN PROGRESS	Develop a multi-agency Early Years Strategy
IN PROGRESS	Develop a Youth Strategy
IN PROGRESS	Deliver a Youth Engage program

Through Protecting the Natural Environment

STRATEGY 1 - Attract new rural industries

STATUS	ACTIONS
COMPLETE	Review the feasibility and planning of the Walkers Lake Management Plan
COMPLETE	Investigate opportunity for a resale/reuse area at the St Arnaud Transfer Station
IN PROGRESS	Implement the Walkers Lake Management Plan - Access, Tracks and Signage
COMPLETE	Scope an Energy Efficiency Program
IN PROGRESS	Investigate and prepare for a separate glass recycling collection
IN PROGRESS	Investigate and prepare for a separate Food Organic and Garden Organic (FOGO) waste collection
COMPLETE	Implement the Walkers Lake Management Plan - Historical Plaque Project

Goal 3 Provide Sustainable Infrastructure

Through Being a Better Council

STRATEGY 1 - Ensure quality infrastructure planning

STATUS	ACTIONS
COMPLETE	Develop an Asset Plan
IN PROGRESS	Undertake a Quarry Resource Material Review
IN PROGRESS	Assess the condition of road & drainage assets
IN PROGRESS	Undertake a Road Resealing Program
IN PROGRESS	Undertake a Road Resheeting Program
IN PROGRESS	Undertake a Stawell Cemetery Improvement Program
IN PROGRESS	Finalise lighting LED conversion
NOT STARTED	Review the Building & Facilities Asset Management Plan
NOT STARTED	Review the Footpath Asset Management Plan

STRATEGY 2 - Advocate for sustainable infrastructure

STATUS	ACTIONS
COMPLETE	Advocate for funding and delivery of Great Western Football and Netball Clubrooms
COMPLETE	Advocate for Central Park Netball Courts and Changerooms
COMPLETE	Advocate for the Lord Nelson Park Sports Oval Lighting Upgrade
COMPLETE	Advocate for funding of the Navarre Recreation Reserve Facility Upgrades
COMPLETE	Advocate for funding of the North Park Precinct Skate Park detailed design
COMPLETE	Advocate for the North Park Precinct Soccer Lighting
COMPLETE	Partner with the Great Western Future Committee in delivering and advocating for funding as per the Great Western annual action plan
COMPLETE	Advocate for new and existing spaces for arts and culture activities

Goal 4 Improve Organisational Effectiveness

Through Being a Better Council

STRATEGY 1 - Attract and retain a skilled workforce

STATUS	ACTIONS
COMPLETE	Implement a new telephony system
COMPLETE	Investigate electronic payment options and digital monitoring of deposits at Transfer Stations
COMPLETE	Design, Implement and Report against a workplace gender audit
COMPLETE	Design, Implement and Report against a Gender Equality Action Plan
COMPLETE	Develop a Workforce Plan
COMPLETE	Develop a new ICT Strategy
COMPLETE	Undertake Community Safety Service Review
COMPLETE	Develop a Stawell Aerodrome Manual of Standards
COMPLETE	Implement elementTIME
IN PROGRESS	Develop a Victorian Protective Data Security Framework Plan
IN PROGRESS	Implement a new records management system
COMPLETE	Review and update Enterprise Resource Planning (ERP) software
IN PROGRESS	Improve water quality and capacity at Mooney Dams, Stawell
IN PROGRESS	Undertake 'Reduce Red Tape Projects'