COUNCIL PLAN

2021-2025

DRAFT

NORTHERN Grampians SHIRE COUNCIL

Our COMMUNITY together

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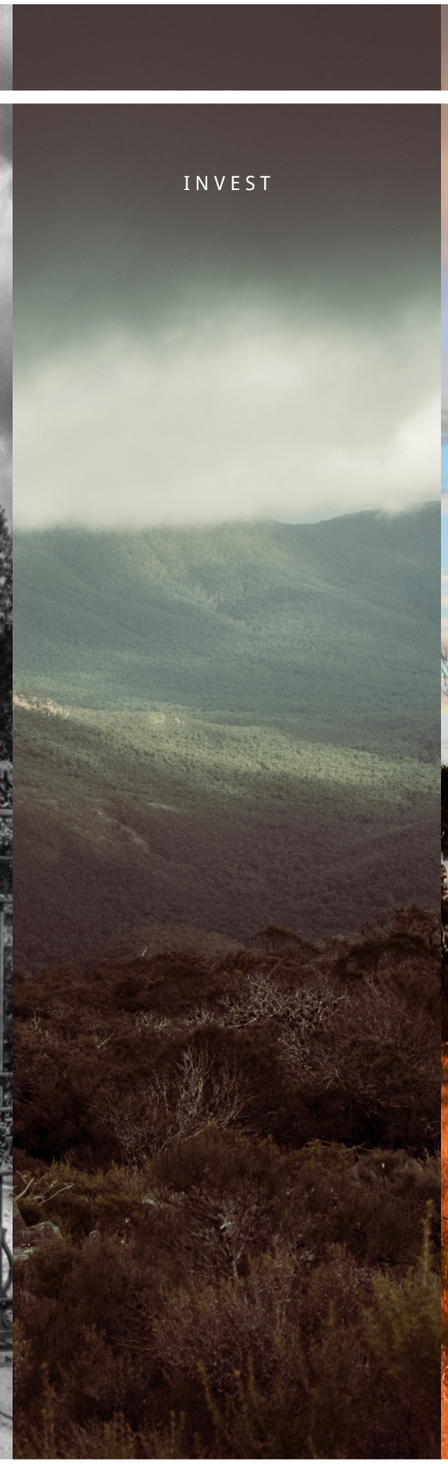

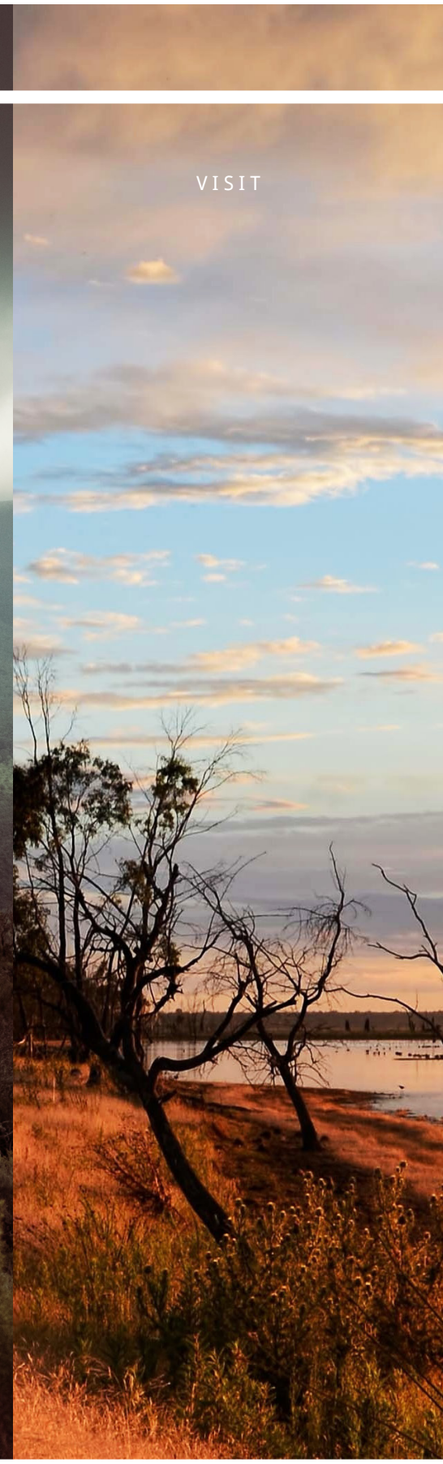

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Bunjil Shelter Rock Art, Stawell

ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the traditional owners of the land on which we meet, and pay our respects to their elders, past, present and emerging.

Ms Liana Thompson

Message from the CEO

On behalf of the organisation, I am very pleased to present the Council Plan 2021-25 to the Northern Grampians Shire community. 2021 is a year of reimagination; one we embrace with anticipation as we begin to reimagine our lives in a world on the turning point of the COVID-19 pandemic, and, at a local level, as we lean in to embrace the pillars identified in our Northern Grampians Shire Community Vision 2041, known to the community as our 'Shire Vision'.

The Council Plan provides the organisation with a solid framework to ensure the services we provide and the infrastructure we deliver are done with a strategic purpose and offer the best possible value to the community. This is the first time we will operate our organisation, your Council, aligned to a 20 year vision. This is also the first time we have a 10 year Economic Development Strategy to help enable our Shire Vision. On a personal note, this is my second budget as Chief Executive Office of Northern Grampians Shire Council. This brings with it the opportunity to truly shape this organisation into one that can better serve and provide for our community.

Northern Grampians Shire Council is committed to ensuring the Council Plan is a living document that we as employees use to guide everything we do for our community. In so saying, you may notice a few changes to this Council Plan 2021-25. In it we put the Pillars of our Shire Vision front and centre, and from these we state our Mission and identify the accompanying Actions and Council Goals they relate to. We are clear about the Strategies and Plans they come from, as we will be clear in how we are reporting through our website on their progress.

We aspire to bring customer-focus, collaboration and communication in doing all we can over the next four years to become a better Council and bring our community together.

Cr Murray Emerson

Message from the Mayor

My fellow councillors and I are delighted to present to our shire community the Council Plan for 2021-25.

The Local Government Act 2020 saw sweeping changes across all Victorian councils in March this year including the adoption of a new Community Engagement Policy that meets the mandate set by the State Government that councils increase community participation in their planning and decision making processes. The Council Plan is a key document defined within this policy that requires deliberative engagement with the community.

In simple terms, deliberative engagement on our Council Plan is an expectation that we as a Council will collaborate with you to ensure that what we put in our four-year plan matches what you expect to see; in turn, we anticipate that you will be happy with the outcomes as they are achieved.

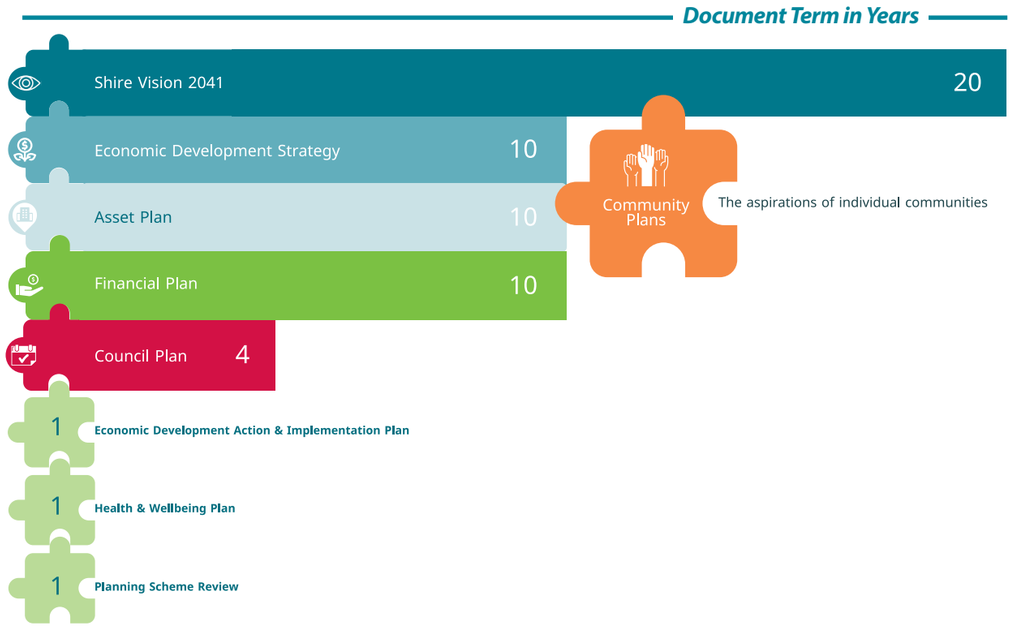
It is very fulfilling to know that this year's plan has been created by deliberatively engaging with you and informing you of opportunities to meet with us face to face for open dialogue during the drafting and review of the Council Plan. Effectively, you have co-designed and tailored our strategic directions to meet your needs and Northern Grampians Shire Council thanks you.

You will also see described within the pages that follow that the Council Plan 2021-25 is connected to a bold and ambitious overarching document, a 20-year vision: the Shire Vision 2041. I encourage you to read a copy of the Vision available on our website www.ngshire.vic.gov.au/Vision as it will help you "put the pieces together" between this plan and what the community's priorities are for the shire's future. Most notably, you will see that we are referencing the eight priorities listed in the Vision as pillars as the foundation of our four-year plan.

The Council Plan, driven by the Shire Vision, also informs that Vision through progressive quarterly updates and annual cycles of review. The plan also has a direct relationship to ten-year plans such as the Council's Financial Plan, the Asset Plan and the Economic Development Strategy and Action Plan 2021-31. It is our commitment to you to complete as many of the defined actions within the plan and achieve the goals and the outcomes that we all know we need as a shire to move forward as a progressive, desirable, and supportive place to live in, work in, invest in and encourage others to visit.

On behalf of my fellow councillors, we hope that the information laid out within our Council Plan is a true representation of your needs and we can proceed with confidence to meet them. We certainly look forward to the next four years of listening, responding, refining, and delivering what you want. future. Most notably, you will see that we are referencing the eight priorities listed in the Vision as pillars as the foundation of our four-year plan.

Council Documents How they fit together



Your Council

Northern Grampians Shire Council is an area-based, representative government with a legislative and electoral mandate to manage local issues and plan for the community's needs.
It a part of local government in Victoria, which is made up of a total 79 councils representing more than six million people. Seven councillors govern Northern Grampians Shire Council.

L-R **MAYOR CR MURRAY EMERSON, CR EDDY OSTARCEVIC PhD, CR ROB HASWELL, CR LAUREN DEMPSEY, CR TREVOR GREADY, CR KEVIN ERWIN, CR TONY DRISCOLL**

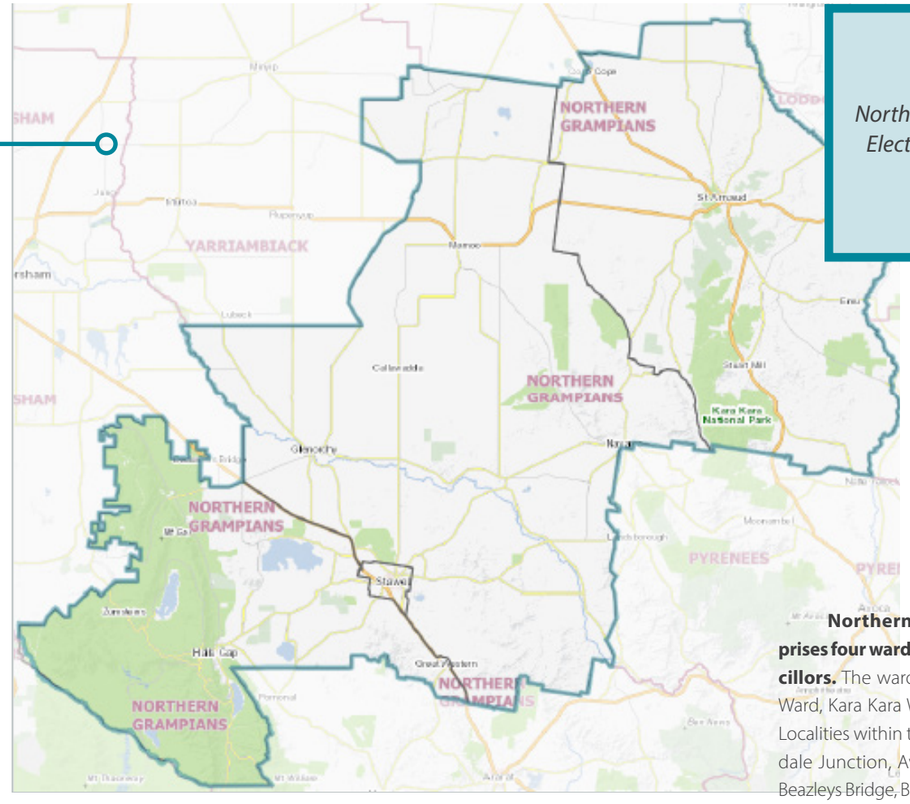
Northern Grampians Shire is in the state of Victoria's central west; 110 kilometres west of Ballarat and 220 kilometres north-west of Melbourne. It is also at the south-east of Victoria's Wimmera Southern Mallee region.

Northern Grampians is bounded by Buloke Shire in the north, Loddon Shire and Central Goldfields Shire in the east, Pyrenees Shire, Ararat Rural City and Southern Grampians Shire in the south, and Horsham Rural City and Yarriambiack Shire in the west.

Northern Grampians' major towns are Stawell in the south and St Arnaud in the north, both service centres for their surrounding rural communities.
Smaller townships include Great Western, Halls Gap, Glenorchy, Navarre, Marnoo and Stuart Mill.

*Councils are governments – they provide a vehicle for the expression of local democracy**

*KNOWYOURCOUNCIL.VIC.GOV.AU



Northern Grampians Electoral Structure

Northern Grampians Shire comprises four wards governed by seven councillors. The wards are Central Ward, Stawell Ward, Kara Kara Ward and South West Ward. Localities within the ward are: Archdale, Archdale Junction, Avon Plains, Banyena, Barkly, Beazleys Bridge, Bellellen, Bellfield, Black Range, Bolangum, Bridge Inn, Brimpaen, Bulgana, Callawadda, Campbells Bridge, Carapooee, Carapooee West, Cherrypool, Concongella, Coonooer Bridge, Coonooer West, Cope Cope, Crowlands, Dadswells Bridge, Dalyenong, Darkbonee, Deep Lead, Dunneworthy, Elberton, Emu, Fyans Creek, Germania, Glenisla, Glenorchy, Gooroc, Gowar East, Grays Bridge, Gre Gre, Gre Gre North, Gre Gre South, Great Western, Greens Creek, Halls Gap, Illawarra, Joel Joel, Joel South, Kanya, Kooreh, Laen, Laharum, Lake Fyans, Lake Lonsdale, Landsborough West, Ledcourt, Logan, Lubeck, Marnoo, Marnoo East, Marnoo West, Mitchells Hill, Mokepilly, Moolerr, Morrl Morrl, Mount Dryden, Moyreisk, Natte Yallock, Navarre, Paradise, Pomonal, Redbank, Riachella, Rich Avon East, Rich Avon West, Roses Gap, Rostron, Rupanyup, Shays Flat, Slaty Creek, St Arnaud, St Arnaud East, St Arnaud North, Stawell, Stuart Mill, Sutherland, Swanwater, Swanwater West, Tottington, Traynors Lagoon, Tulkara, Wal Wal, Wallaloo, Wallaloo East, Wartook, Wattle Creek, Winjallok, York Plains and Zumsteins.

What we do and Where we are

Councils implement policies, regulations and programs, respond to community needs and provide infrastructure and services from funding sources

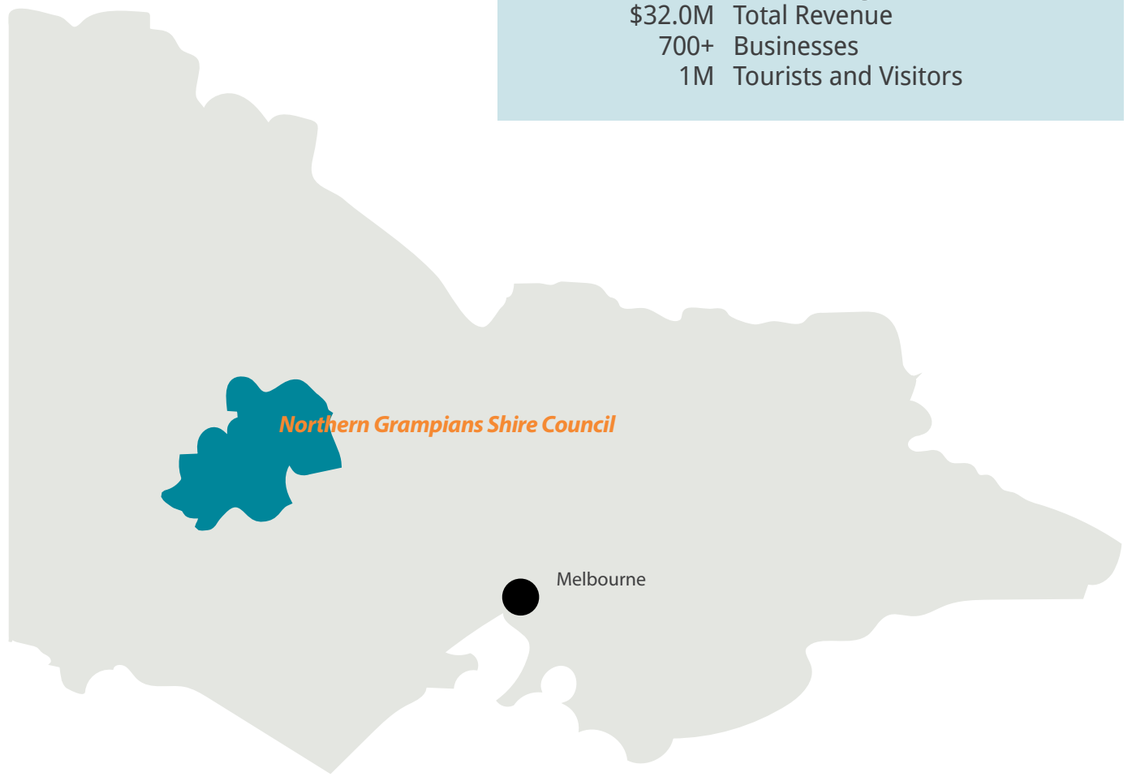
Local government enables the economic, social and cultural development of the municipal area it represents, supports individuals and groups, and provides a wide range of services for the wellbeing of the local community.

Councils implement policies, regulations and programs set by other levels of government. Councils also must respond to local community needs. Each council has the powers to set their own regulations and local laws and provide a range of services.

Councils collect rates from residents and businesses in their municipality to help fund the delivery of community infrastructure and services, which is supplemented by funding from other levels of government to fund services and infrastructure for their communities.

Facts and Figures

11420	People call us Home
3375	Kilometres of local road
9367	Rateable Properties
$18.3M	Rates/Charges Revenue
$32.0M	Total Revenue
700+	Businesses
1M	Tourists and Visitors



How we work

Our Core Values provide guidance to Northern Grampians Shire Council staff to help determine conduct appropriate to a skilled and capable organisation which is:

CORE VALUES	
RESPONSIVE	**through community engagement, listening to and responding appropriately to community needs**
ACCOUNTABLE	**being transparent and honest in dealings and responsible in decision making**
FAIR	**being informed and impartial in decision making**
INNOVATIVE	**being positive and able to find solutions**
SUSTAINABLE	**stewardship of the community, environment, economy, and council**
RESPECTFUL	**of people's views and diversity**

Northern Grampians Shire staff are also bound by the following principles found in the ***Staff Code of Conduct*** and as prescribed in the ***Local Government Act 2020*** when performing a function or duty or exercising a power under the Act on behalf of Council:

Code of Conduct Principles

Strategic Context Overview

Three key documents inform the strategic direction of Council. The document that most closely informs the way Council operates is the Council Plan.

The Council Plan is informed by two other key strategic documents; the Northern Grampians Shire Community Vision 2041 ('Shire Vision') and the Economic Development Strategy and Action Plan 2021-31 ('Economic Development Strategy').

The Shire Vision tells us what is most important to our community over the next 20 years, and the eight pillars from this are at the forefront of the Council Plan.

The Economic Development Strategy tells us what we need to focus on to develop one of the most crucial things to any community, our economy, business and livelihoods.

The Economic Development Strategy has informed both the strategic directions from and the outcomes of the Council Plan 2021-25.

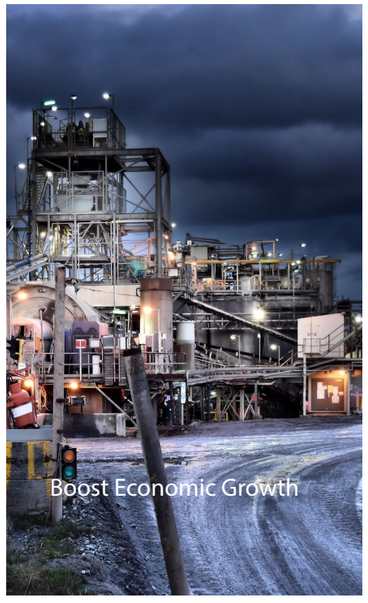
From December 2020 to April 2021 community members of Northern Grampians Shire engaged with Council to develop the Shire Vision, which will be used to guide strategic planning and decision making for the future of Northern Grampians Shire until 2041.

Eight pillars were identified that summarise the most important focus areas for the Northern Grampians Shire community. These are identified in the Northern Grampians Shire Community Vision 2041 below.

These pillars are at the forefront of the Council Plan 2021-25.

Shire Vision 2041

Council Goals



To remain consistent across the years, the four goals that Council has previously identified have been incorporated into the strategic context and operations of the Council Plan. They are mapped to one or more pillars from the Shire Vision.
The four Council Goals are:

- Enhance Lifestyles and Community
- Boost Economic Growth
- Provide Sustainable Infrastructure
- Improve Organisational Effectiveness

Actions

The operational components of the ***Council Plan 2021-25*** are the actions Council adopts and ultimately delivers to our community, the pillars that form its Northern Grampians Shire Community Vision 2041.

There are a total of 154 actions identified in the Council Plan 2021-25. These are documented under each Northern Grampians Shire Community Vision pillar in the next sections of the Council Plan 2021-25.

Outcomes

Council has adopted five outcomes that are critical to the success of our community and our Council. Outcomes represent what we work to achieve. The outcomes in the Council Plan 2021-25 have been informed by the Economic Development Strategy and the Northern Grampians Shire Community Vision.

The Council Plan 2021-25 outcomes are:

- Our People Thrive
- Our People Are Cared For
- Our Infrastructure Enables
- Our Economy Grows
- Our Organisation Is Effective

Source Strategies/Plans

The majority of actions identified in the Council Plan 2021-25 come from various source strategies or plans previously submitted to and endorsed by Council. Many such plans include joint work between the community and Council that has taken place over the years and Council acknowledges the input of hours of community members' time to help Council develop these.

In instances where the source strategies/plans are frequently repeated in the tables that follow, these have been abbreviated:

1. Asset Management Plan
2. Commonwealth Home Support Program
3. ***Domestic Animals Act 1994***
4. Economic Development Strategy and Action Plan 2021-31 (EDS)
5. Environmental Protection Authority mandate
6. Great Western Future Plan 2014-24
7. Great Western Public Park Precinct Plan
8. Halls Gap Action Plan 2018
9. ICT Strategy 2017
10. Library Service Review 2021
11. ***Local Government Act 2020***
12. Marnoo Community Plan 2021-25
13. Municipal Association of Victoria Age-Friendly Victoria Initiative
14. Navarre Community Plan 2021-25
15. Navarre Recreation and Community Precinct Strategic Master Plan 2022 (NRCPSMP)
16. Waste Action Plan 2021-31
17. Northern Grampians Council Action Plan 2020-21
18. Open Space, Sport and Recreation Strategy 2014-23 (OSSRS)
19. ***Privacy & Data Protection Act 2014***
20. Rural Roads Safety Plan (draft)
21. SSAC Business Plan 2020
22. St Arnaud Civic Precinct Plan 2014
23. St Arnaud Community Plan 2020-30
24. St Arnaud Market Square Master Plan 2019
25. Stawell Aerodrome Masterplan 2014
26. Stawell Parks Precinct Plan 2019
27. Stawell Structure Plan 2020
28. Victorian Government Agricultural Strategy 2020
29. Walkers Lake Management Plan 2019
30. Western Highway Urban Design Framework (WHUDF)
31. Wimmera Floodplan Management Strategy 2017 (WFMS)
32. Wimmera Southern Mallee Regional Digital Plan 2020 (WSMRDP)
33. Wimmera Integrated Water Management Strategic Directions Statement (WIWMSDS)
34. Workforce Plan 2021

Strategic Directions

Our Council Plan 2021-25 implements 19 strategic directions set out by the ***Economic Development Strategy*** to ensure we work concertedly to uplift our community's economic wellbeing and quality of life as central to the liveability of our shire.

The strategic directions are:

1.	Support vulnerable people and ensure our children have the best start in life
2.	Ensure our young people have equitable access to opportunities and support to participate fully in social, economic, educational and civic life
3.	Attract research and development organisations
4.	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative
5.	Ensure land use policy and infrastructure that enables investment
6.	Leverage the ability of Government and the power of private investment to move the region in the desired direction
7.	Improve our organisational effectiveness
8.	Protect, enhance and celebrate our natural, cultural and heritage assets
9.	Develop partnerships, communication and networking to impact cultural change that can then drive a strategic direction for a location
10.	Ensure our visitor economy offers diverse, unique, high quality and enriching experiences, dispersed across Northern Grampians
11.	Attract, retain and develop talented, skilled and productive people
12.	Attract new and emerging rural and resources industries
13.	Reduce costs of energy on business and impact on climate change.
14.	Support businesses to be strong, innovative, resilient and sustainable
15.	Foster economic development outcomes that 'grow from within' to ultimately lead to improved wealth distribution for all community members
16.	Foster communities that are safe, inclusive, welcoming and supportive of diversity
17.	Ensure integrated and diversity of access to health and human services
18.	Develop a greater understanding of the significance of indigenous culture in Northern Grampians and meaningful partnerships with traditional owners

PILLAR ONE

BUILDING MORE HOUSING

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
1	Develop a St Arnaud Structure Plan	Boost Economic Growth	Our Economy Grows	Ensure land use policy and infrastructure that enables investment	EDS
2	Deliver the Opportunities Pyrenees, Ararat and Northern Grampians (OPAN) projec	Boost Economic Growth	Our Economy Grows	Attract, retain and develop talented, skilled and productive people	EDS
3	Handover the Sloane Street Residential Housing Development	Boost Economic Growth	Our Economy Grows	Attract, retain and develop talented, skilled and productive people	EDS
4	Investigate "Urban Growth Area" opportunities and constraints to accommodate long term housing supply in Stawell	Boost Economic Growth	Our Economy Grows	Ensure land use policy and infrastructure that enables investment	Stawell Structure Plan 2020
5	Participate in the Wimmera Southern Mallee Housing Taskforce	Boost Economic Growth	Our Economy Grows	Attract, retain and develop talented, skilled and productive people	EDS
6	Identify emerging opportunities to address housing and workforce challenges	Boost Economic Growth	Our Economy Grows	Attract, retain and develop talented, skilled and productive people	EDS

PILLAR ONE

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We will attract investment into the shire to build more housing.

PILLAR TWO

GROWING LOCAL BUSINESS

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
1	Advocate for the realignment of the Lake Road level crossing	Boost Economic Growth	Our Infrastructure Enables	Ensure land use policy and infrastructure that enables investment	WHUDF
2	Determine feasible value-add opportunities to the agriculture sector	Boost Economic Growth	Our Economy Grows	Attract new and emerging rural and resources industries	EDS
3	Deliver a St Arnaud Market Square Performance Space	Enhance Lifestyles and Community	Our Economy Grows	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	St Arnaud Market Square Master Plan 2019
4	Support the establishment of renewable community energy hubs	Boost Economic Growth	Our Economy Grows	Reduce costs of energy on business and impact on climate change	EDS
5	Explore opportunities for long term industrial growth along Gilchrist Road Stawell	Boost Economic Growth	Our Economy Grows	Ensure land use policy and infrastructure that enables investment	Stawell Structure Plan 2020
6	Develop and implement mechanisms to support our businesses to be strong, innovative and sustainable	Boost Economic Growth	Our Organisation Is Effective	Support businesses to be strong, innovative, resilient and sustainable	Victorian Government Agricultural Strategy 2020
7	Develop and implement mechanisms to support our businesses to be strong, innovative and sustainable	Boost Economic Growth	Our Organisation Is Effective	Support businesses to be strong, innovative, resilient and sustainable	Victorian Government Agricultural Strategy 2020
8	Review and determine additional funding of the Grampians New Resident and Workforce Attraction Strategy and Action Plan 2020	Boost Economic Growth	Our Economy Grows	Attract, retain and develop talented, skilled and productive people	EDS
9	Revitalise and reactivate retail opportunities in Stawell and St Arnaud	Boost Economic Growth	Our Economy Grows	Support businesses to be strong, innovative, resilient and sustainable	Northern Grampians Retail Gap Analysis 2018
10	Develop and deliver the Planning and Building Harmonisation project	Boost Economic Growth	Our Organisation Is Effective	Improve our organisational effectiveness	St Arnaud Market Square Master Plan 2019

PILLAR TWO

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We will work with new and existing businesses to help them grow.

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
11	Review the Northern Grampians Shire Council Stawell Aerodrome Masterplan	Boost Economic Growth	Our Infrastructure Enables	Ensure land use policy and infrastructure that enables investment	Stawell Aerodrome Masterplan 2014
12	Investigate retail options in Marnoo	Enhance Lifestyles and Community	Enhance Lifestyles and Community	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Marnoo Community Plan 2021-25

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
1	Advocate for funding the Halls Gap Heath Street bridge	Boost Economic Growth	Our Economy Grows	Ensure land use policy and infrastructure that enables investment	Halls Gap Action Plan 2018
2	Develop a Halls Gap Structure Plan	Boost Economic Growth	Our Economy Grows	Ensure land use policy and infrastructure that enables investment	Halls Gap Action Plan 2018
3	Develop a feasibility study for visitor accommodation in Halls Gap and surrounds	Boost Economic Growth	Our Economy Grows	Ensure our visitor economy offers diverse, unique, high quality and enriching experiences, dispersed across Northern Grampians	Halls Gap Action Plan 2018
4	Renew heritage trail signage	Boost Economic Growth	Our Economy Grows	Protect, enhance and celebrate our natural, cultural and heritage assets	EDS
5	Develop a Stawell Tourism Action Plan	Boost Economic Growth	Our Economy Grows	Protect, enhance and celebrate our natural, cultural and heritage assets	EDS
6	Deliver the Grampians Peaks Trail Halls Gap connection	Provide Sustainable Infrastructure	Our Economy Grows	Ensure our visitor economy offers diverse, unique, high quality and enriching experiences, dispersed across Northern Grampians	Halls Gap Action Plan 2018
7	Deliver a 'Visitor Servicing and Halls Gap Hub Management' Review	Boost Economic Growth	Our Economy Grows	Ensure our visitor economy offers diverse, unique, high quality and enriching experiences, disperse across Northern Grampians.	EDS
8	Develop a St Arnaud Tourism Action Plan	Boost Economic Growth	Our Economy Grows	Ensure our visitor economy offers diverse, unique, high quality and enriching experiences, dispersed across Northern Grampians	EDS
9	Develop a Stawell Tourism Action Plan	Boost Economic Growth	Our Economy Grows	Ensure our visitor economy offers diverse, unique, high quality and enriching experiences, dispersed across Northern Grampians	EDS

PILLAR THREE

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We will capitalise on our geographic position, our unique offerings and our history to boost tourism.

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
10	Advocate for an outer township gateway at the proposed London Road intersection, Stawell	Boost Economic Growth	Our Economy Grows	Ensure land use policy and infrastructure that enables investment	WHUDF
11	Explore options for improved wayfinding (incl. signage and local information) along key urban routes	Boost Economic Growth	Our Economy Grows	Ensure land use policy and infrastructure that enables investment	WHUDF

PILLAR THREE

BOOSTING TOURISM

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
12	Finalise delivery of the Halls Gap commercial centre 'Rear Laneway Commercial Expansion'	Provide Sustainable Infrastructure	Our Economy Grows	Ensure land use policy and infrastructure that enables investment	Halls Gap Action Plan 2018
13	Investigate additional Big Hill precinct lookout upgrades	Boost Economic Growth	Our Economy Grows	Protect, enhance and celebrate our natural, cultural and heritage assets	Stawell Structure Plan 2020
14	Develop and implement a comprehensive Events Strategy to grow the visitor offering	Boost Economic Growth	Our Economy Grows	Ensure our visitor economy offers diverse, unique, high quality and enriching experiences, dispersed across Northern Grampians	EDS
15	Support Victoria's Goldfields to be given UNESCO World Heritage status	Boost Economic Growth	Our Economy Grows	Ensure our visitor economy offers diverse, unique, high quality and enriching experiences, dispersed across Northern Grampians	EDS
16	Upgrade the St Arnaud Caravan Park	Boost Economic Growth	Our Economy Grows	Ensure land use policy and infrastructure that enables investment	Asset Management Plan
17	Upgrade the Stawell Caravan Park	Provide Sustainable Infrastructure	Our Economy Grows	Ensure land use policy and infrastructure that enables investment	Asset Management Plan
18	Protect key heritage buildings and precincts	Boost Economic Growth	Our Economy Grows	Ensure our visitor economy offers diverse, unique, high quality and enriching experiences, disperse across Northern Grampians.	EDS
19	Establish land use precincts along the Western Highway, Stawell	Boost Economic Growth	Our Economy Grows	Ensure our visitor economy offers diverse, unique, high quality and enriching experiences, dispersed across Northern Grampians	EDS

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
1	Develop a St Arnaud Market Square Senior Play Space Detailed Design	Enhance Lifestyles and Community	Our Economy Grows	Ensure land use policy and infrastructure that enables investment	St Arnaud Market Square Master Plan 2019
2	Undertake a Stawell Cemetery Improvement Program	Enhance Lifestyles and Community	Our Infrastructure Enables	Attract, retain and develop talented, skilled and productive people	Outcome of infrastructure business planning
3	Undertake an Aged Services Service Level Review	Enhance Lifestyles and Community	Our People Are Cared For	Attract, retain and develop talented, skilled and productive people	Commonwealth Aged Care Reforms
4	Design Central Park Netball Courts and Changerooms	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure land use policy and infrastructure that enables investment	Stawell Parks Precinct Plan 2019
5	Advocate for Central Park Netball Courts and Changerooms	Enhance Lifestyles and Community	Our Infrastructure Enables	Attract, retain and develop talented, skilled and productive people	Stawell Parks Precinct Plan 2019
6	Fit out the St Arnaud Town Hall with audio-visual equipment	Enhance Lifestyles and Community	Our Economy Grows	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	St Arnaud Civic Precinct Plan 2014
7	Deliver the Age-Friendly Communities project	Enhance Lifestyles and Community	Our People Are Cared For	Ensure integrated and diversity of access to health and human services	Municipal Association of Victoria Age-Friendly Victoria Initiative
8	Develop the Reconciliation Action Plan	Boost Economic Growth	Our Infrastructure Enables	Develop a greater understanding of the significance of indigenous culture in Northern Grampians and meaningful partnerships with traditional owners	EDS
9	Undertake an Aged Services Service Level Review	Enhance Lifestyles and Community	Our People Are Cared For	Attract, retain and develop talented, skilled and productive people	Commonwealth Aged Care Reforms

PILLAR FOUR

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We will advocate for facilities and capabilities that improve health and inclusion.

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
10	Develop a St Arnaud Market Square Senior Play Space Detailed Design	Enhance Lifestyles and Community	Our Economy Grows	Ensure land use policy and infrastructure that enables investment	St Arnaud Market Square Master Plan 2019
11	Undertake a Stawell Cemetery Improvement Program	Enhance Lifestyles and Community	Our Infrastructure Enables	Attract, retain and develop talented, skilled and productive people	Outcome of infrastructure business planning

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
12	Advocate for the Lord Nelson Park Sports Oval Lighting Upgrade	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Lord Nelson Park Precinct Plan 2015-24
13	Deliver the Lord Nelson Park Sports Oval Lighting Upgrade	Enhance Lifestyles and Community	Our Economy Grows	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Lord Nelson Park Precinct Plan 2015-24
14	Refurbish the Lord Nelson Park Sporting Club	Enhance Lifestyles and Community	Our Economy Grows	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Lord Nelson Park Precinct Plan 2015-24
15	Design the Lord Nelson Park Sports Oval Lighting Upgrade	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative.	Lord Nelson Park Precinct Plan 2015-24
16	Design the Navarre Recreation Reserve Facility Upgrades	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	NRCPSMP
17	Advocate for funding of the Navarre Recreation Reserve Facility Upgrades	Enhance Lifestyles and Community	Our Economy Grows	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	NRCPSMP
18	Deliver the Navarre Recreation Reserve Facility Upgrades	Enhance Lifestyles and Community	Our People Are Cared For	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	NRCPSMP
19	Adopt the Navarre Recreation Reserve Precinct Master Plan	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	OSSRS
20	Resurface the North Park Precinct Tennis Courts	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	North Park Master Plan 2020
21	Advocate for funding of the North Park Precinct Skate Park detailed design	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	North Park Master Plan 2020
22	Deliver the North Park Precinct Skate Park	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	North Park Master Plan 2020
23	Advocate for the North Park Precinct Soccer Lighting	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	North Park Master Plan 2020
24	Deliver the North Park Precinct Soccer Lighting	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	North Park Master Plan 2020
25	Renew the St Arnaud Tennis Clubrooms	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	OSSRS
26	Implement regional library alternatives for Marnoo	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Marnoo Community Plan 2021-25
27	Develop a new Stuart Mill Community Plan	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Northern Grampians Shire Council Plan 2017-21
28	Form a community working group to deliver actions in the Marnoo Community Plan	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Marnoo Community Plan 2021-25

PILLAR FOUR

WELLNESS AND WELFARE

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
29	Upgrade the St Arnaud pool and shade cover	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	St Arnaud Community Plan 2020-30
30	Review and retender 'Meals on Wheels' contract	Enhance Lifestyles and Community	Our Organisation Is Effective	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Commonwealth Home Support Program
31	Develop a town beautification design plan for Marnoo	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Marnoo Community Plan 2021-25
32	Scope and deliver upgrades to Shanahan Park, Marnoo	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Marnoo Community Plan 2021-25
33	Supply and install a Community Notice Board in Marnoo	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Navarre Community Plan 2021-25
34	Partner with community to seek funding for a shade sail at playground/picnic area in Navarre	Enhance Lifestyles and Community	Our Economy Grows	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	St Arnaud Civic Precinct Plan 2014
35	Form a community working group to deliver the Navarre Community Plan	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle choice	Navarre Community Plan 2021-25
36	Supply and install a Community Notice Board in Navarre	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Navarre Community Plan 2021-25
37	Implement Great Western Trail Stage 2 signage	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Great Western Future Plan 2014-2024
38	Advocate for funding to deliver a precinct plan for Memorial Park, Great Western	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Great Western Future Plan 2014-2024
39	Undertake a flood study in Great Western	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	WFMS
40	Undertake a flood study in Stawell	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	WFMS
41	Improve water quality and capacity at Mooney Dams, Stawell	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	WIWMSDS
42	Deliver Lord Nelson Park multi-purpose sporting facility	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Lord Nelson Park Precinct Plan 2015-24
43	Advocate for North Park Precinct Netball Court upgrade	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	North Park Master Plan 2020 North Park Master Plan 2020
44	Deliver North Park Precinct Netball Court upgrade	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	North Park Master Plan 2020

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
1	Upgrade B-Double routes	Boost Economic Growth	Our Infrastructure Enables	Ensure land use policy and infrastructure that enables investment	Asset Management Plan
2	Additional Bike Path Development in Halls Gap	Provide Sustainable Infrastructure	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Halls Gap Action Plan 2018
3	Undertake a Bridges and Major Culvert renewal program	Boost Economic Growth	Our Infrastructure Enables	Ensure land use policy and infrastructure that enables investment	Asset Management Plan
4	Undertake a Cyclist Safety Improvement Program	Provide Sustainable Infrastructure	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Rural Roads Safety Plan (draft)
5	Design the Great Western PPP Clubrooms and Lighting	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	EDS
6	Advocate for funding and delivery of Great Western PPP Football Lighting	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Great Western Public Park Precinct Plan
7	Advocate for funding and delivery of Great Western PPP Football and Netball Clubrooms	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Great Western Public Park Precinct Plan
8	Undertake a Drainage Improvement Works Program	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Asset Management Plan
9	Undertake a Footpath Improvement Program	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Halls Gap Action Plan 2018
10	Investigate ways to improve access and movement around Stawell	Boost Economic Growth	Our Economy Grows	Attract, retain and develop talented, skilled and productive people	OSSRS

PILLAR FIVE

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We aim to identify, advance and support new community connections through transport, digital services, events and the arts.

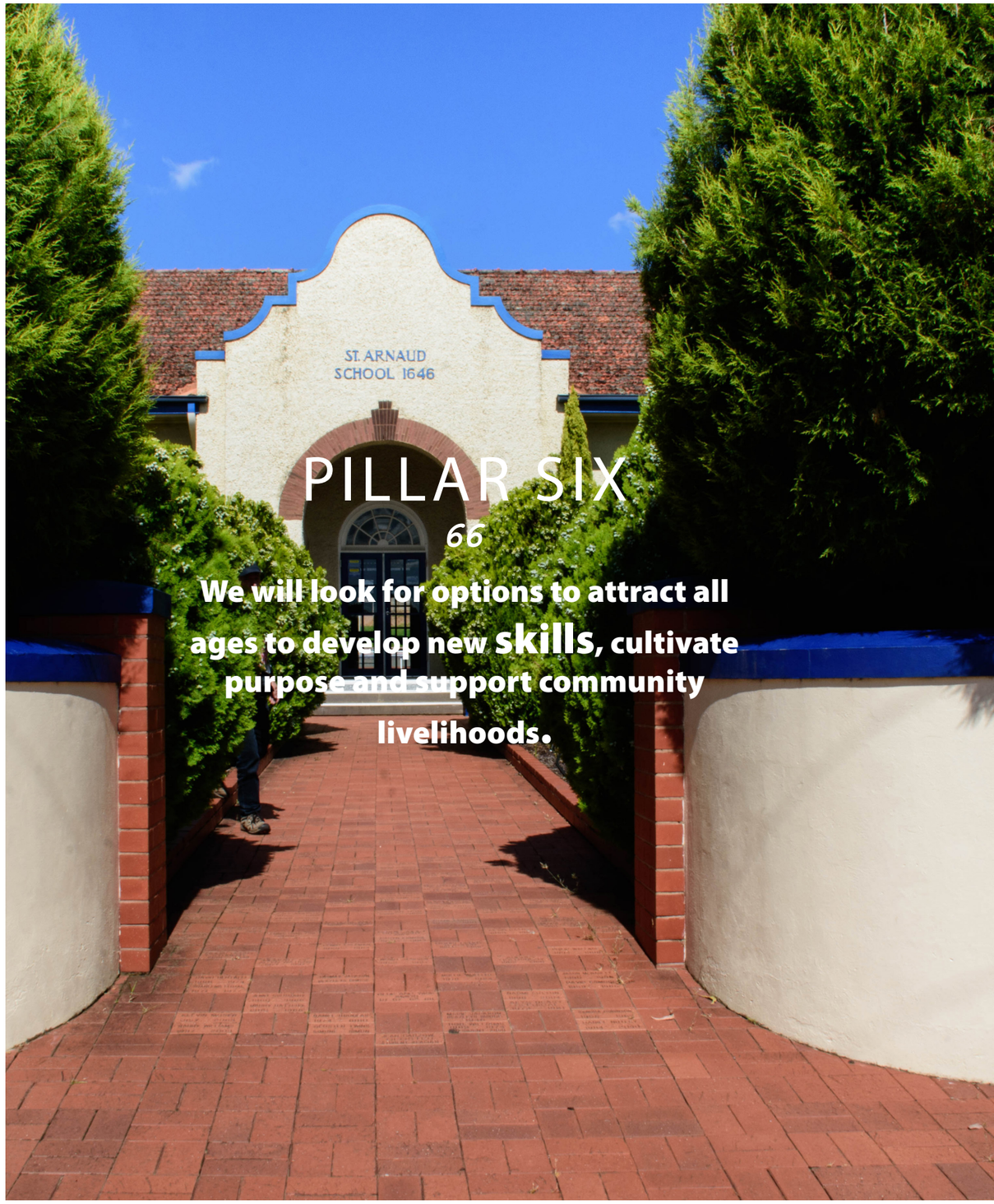
	Action	Goal	Outcome	Strategic Direction	Primary Source Document
11	Undertake a Kerb and Channel Improvement Program	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Asset Management Plan
12	Undertake a Major Rural Roads Improvement Program	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Asset Management Plan
13	Futureproof key transport routes for public transport and the movement of large goods to export markets	Boost Economic Growth	Our Infrastructure Enables	Ensure land use policy and infrastructure that enables investment	Rural Roads Safety Plan (draft)

PILLAR FIVE

IMPROVING CONNECTIVITY

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
14	Undertake a Rural Residential Road Improvement Program	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Asset
15	Improve pedestrian safety in the St Arnaud Civic Precinct Market Square Carpark	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	St Arnaud Market Square Master Plan 2019
16	Support Schools to create their own Transport Safety Management Plans	Enhance Lifestyles and Community	Our People Thrive	Foster communities that are safe, inclusive, welcoming and supportive of diversity	Rural Roads Safety Plan (draft)
17	Undertake a Town Road Sealing Improvement Program	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Asset
18	Undertake an Urban Residential Road Improvement Program	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Asset
19	Advocate to State and Commonwealth Governments for the implementation of key recommendations in the WSMRDP	Boost Economic Growth	Our Infrastructure Enables	Support businesses to be strong, innovative, resilient and sustainable	WSMRDP
20	Improve pedestrian connectivity between Central Park and Cato Park	Enhance Lifestyles and Community	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Stawell Parks Precinct Plan 2019
21	Activate new and existing spaces for arts and culture activities	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Arts and Culture Action Plan 2021-22
22	Deliver the Arts and Culture web hub	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Arts and Culture Action Plan 2021-22
23	Install a new entrance sign in Queen Mary Gardens	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	St Arnaud Community Plan 2020-30
24	Complete the St Arnaud wayfinding signage program	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	St Arnaud Community Plan 2020-30
25	Create and publish a new Historical Assets register	Enhance Lifestyles and Community	Our Organisation Is Effective	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Arts and Culture Strategy 202
26	Develop a new Arts & Culture Action Plan 2022	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Arts and Culture Strategy 2020
27	Advocate for the potential signalisation of Seaby Street (Stawell) Intersection	Provide Sustainable Infrastructure	Our Infrastructure Enables	Foster communities that are safe, inclusive, welcoming and supportive of diversity	WHUDF

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
1	Develop a multi-agency Early Years Strategy	Enhance Lifestyles and Community	Our People Are Cared For	Support vulnerable people and ensure our children have the best start in life	EDS
2	Develop a Youth Strategy	Enhance Lifestyles and Community	Our People Are Cared For	Ensure our young people have equitable access to opportunities and support to participate fully in the social, economic, educational and civic life	EDS
3	Oversight the Stawell Underground Physics Laboratory (SUPL)	Boost Economic Growth	Our Economy Grows	Attract research and development organisations	EDS
4	Redevelop Stawell Library	Boost Economic Growth	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle choice	Library Service Review 2021
5	Deliver a Youth Engage program	Enhance Lifestyles and Community	Our People Are Cared For	Ensure our young people have equitable access to opportunities and support to participate fully in social, economic, educational and civic life	EDS



PILLAR SEVEN

PROTECTING THE NATURAL ENVIRONMENT

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
1	Support community event holders to develop and implement waste management plans	Enhance Lifestyles and Community	Our People Thrive	Protect, enhance and celebrate our natural, cultural and heritage assets	Waste Action Plan 2021-31
2	Assist businesses to improve waste reduction and recycling performance	Enhance Lifestyles and Community	Our People Thrive	Protect, enhance and celebrate our natural, cultural and heritage assets	Waste Action Plan 2021-31
3	Assist businesses to improve waste reduction and recycling performance	Enhance Lifestyles and Community	Our People Thrive	Protect, enhance and celebrate our natural, cultural and heritage assets	Waste Action Plan 2021-31
4	Investigate and support waste management growth in the agricultural sector	Enhance Lifestyles and Community	Our People Thrive	Protect, enhance and celebrate our natural, cultural and heritage assets	Waste Action Plan 2021-31
5	Scope an Energy Efficiency Program	Provide Sustainable Infrastructure	Our Organisation Is Effective	Improve our organisational effectiveness	Asset Management Strategy
6	Implement the Walkers Lake Management Plan - Historical Plaque Project	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Walkers Lake Management Plan 2019
7	Implement the Walkers Lake Management Plan - Access, Tracks and Signage	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Walkers Lake Management Plan 2019
8	Investigate opportunity for a resale/reuse area at the St Arnaud Transfer Station	Enhance Lifestyles and Community	Our Infrastructure Enables	Protect, enhance and celebrate our natural, cultural and heritage assets	Waste Action Plan 2021-31
9	Develop a waste reduction initiatives school education campaign	Enhance Lifestyles and Community	Our People Thrive	Protect, enhance and celebrate our natural, cultural and heritage assets	Waste Action Plan 2021-31

PILLAR SEVEN

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We will advocate for responsible environmental practices, sustainable power sources and zero emissions transport modes.

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
1	Develop an Asset Plan	Provide Sustainable Infrastructure	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Local Government Act 2020
2	Deliver a Rural Land Use Strategy	Boost Economic Growth	Our Economy Grows	Ensure land use policy and infrastructure that enables investment	Stawell Structure Plan 2020
3	Develop a Priority Investment Prospectus	Improve Organisational Effectiveness	Our Organisation Is Effective	Leverage the ability of government and the power of private investment to move the region in the desired direction	EDS
4	Develop a Victorian Protective Data Security Framework Plan	Improve Organisational Effectiveness	Our Organisation Is Effective	Improve our organisational effectiveness	Privacy & Data Protection Act 2014
5	Review the Domestic Animal Management Plan	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Domestic Animals Act 1994
6	Implement a new records management system	Improve Organisational Effectiveness	Our Organisation Is Effective	Improve our organisational effectiveness	ICT Strategy 2017-20
7	Implement a new telephony system	Improve Organisational Effectiveness	Our Organisation Is Effective	Improve our organisational effectiveness	ICT Strategy 2017-20
8	Investigate and prepare for a separate glass recycling collection	Enhance Lifestyles and Community	Our Infrastructure Enables	Protect, enhance and celebrate our natural, cultural and heritage assets	Waste Action Plan 2021-31

PILLAR EIGHT

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We aspire to be a more communicative, collaborative and customer focused council.

L-R **NAOMI GOODE, DIRECTOR COMMUNITIES - VAUGHAN WILLIAMS, DIRECTOR CORPORATE SERVICES, CHIEF EXECUTIVE OFFICER - LIANA THOMPSON, TRENTON FITHALL - DIRECTOR INFRASTRUCTURE**

PILLAR EIGHT

BEING A BETTER COUNCIL

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
9	Investigate and prepare for a separate Food Organic and Garden Organic (FOGO) waste collection	Enhance Lifestyles and Community	Our Infrastructure Enables	Protect, enhance and celebrate our natural, cultural and heritage assets	Waste Action Plan 2021-31
10	Investigate electronic payment options and digital monitoring of deposits at Transfer Stations	Improve Organisational Effectiveness	Our Organisation Is Effective	Improve our organisational effectiveness	Waste Action Plan 2021-31
11	Develop stronger waste reduction practices at Council facilities	Improve Organisational Effectiveness	Our Organisation Is Effective	Improve our organisational effectiveness	Waste Action Plan 2021-31
12	Research new technology and innovations such as Waste to Energy, Biochar, Biodigesters, composting options and other innovations to support Council's waste management	Enhance Lifestyles and Community	Our Infrastructure Enables	Protect, enhance and celebrate our natural, cultural and heritage assets	Waste Action Plan 2021-31
13	Develop an implementation plan for the introduction of public place recycling in high use areas	Enhance Lifestyles and Community	Our Infrastructure Enables	Protect, enhance and celebrate our natural, cultural and heritage assets	Waste Action Plan 2021-31
14	Undertake a General Local Law Review	Enhance Lifestyles and Community	Our People Thrive	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Local Government Act 2020
15	Undertake a Quarry Resource Material Review	Provide Sustainable Infrastructure	Our Organisation Is Effective	Improve our organisational effectiveness	Outcome of infrastructure business planning
16	Assess the condition of road and drainage assets	Provide Sustainable Infrastructure	Our Organisation Is Effective	Improve our organisational effectiveness	Outcome of asset management planning
17	Develop a Stawell Aerodrome Manual of Standards	Provide Sustainable Infrastructure	Our Organisation Is Effective	Improve our organisational effectiveness	CASA Regulatory Requirement
18	Establish a workplace gender audit	Improve Organisational Effectiveness	Our Organisation Is Effective	Improve our organisational effectiveness	Local Government Act 2020
19	Establish a Gender Equality Action Plan	Improve Organisational Effectiveness	Our Organisation Is Effective	Improve our organisational effectiveness	Local Government Act 2020
20	Develop an Agency Partnership Framework	Enhance Lifestyles and Community	Our Organisation Is Effective	Development of partnerships, communication and networking to impact cultural change that can then drive a strategic direction for a location	EDS
21	Develop a Workforce Plan	Improve Organisational Effectiveness	Our Organisation Is Effective	Improve our organisational effectiveness	Local Government Act 2020
22	Review the Building & Facilities Asset Management Plan	Provide Sustainable Infrastructure	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Asset Management Strategy 2020
23	Review the Stormwater Drainage Asset Management Plan	Provide Sustainable Infrastructure	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Asset Management Strategy 2020
24	Review the Footpath Asset Management Plan	Provide Sustainable Infrastructure	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Asset Management Strategy 2020
25	Review the Kerb & Channel Asset Management Plan	Provide Sustainable Infrastructure	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Asset Management Strategy 2020

PILLAR EIGHT

BEING A BETTER COUNCIL

	Action	Goal	Outcome	Strategic Direction	Primary Source Document
26	Review the Public Open Spaces Asset Management Plan	Provide Sustainable InfrastructureW	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Asset Management Strategy 2020
27	Undertake a Road Resealing Program	Provide Sustainable Infrastructure	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Asset Management Plan
28	Undertake a Road Resheeting Program	Provide Sustainable Infrastructure	Our Infrastructure Enables	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	Asset Management Plan
29	Undertake a customer service review and develop an action plan for the Stawell Sports and Aquatic Centre	Enhance Lifestyles and Community	Our Organisation Is Effective	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	SSAC Business Plan 2020
30	Undertake a program and service review for the Stawell Sports and Aquatic Centre	Enhance Lifestyles and Community	Our Organisation Is Effective	Ensure diverse and enriching places and experiences that offer an attractive lifestyle alternative	SSAC Business Plan 2020
31	Review and update Enterprise Resource Planning (ERP) software	Improve Organisational Effectiveness	Our Organisation Is Effective	Improve our organisational effectiveness	Outcome of corporate business planning
32	Develop a new ICT Strategy	Improve Organisational Effectiveness	Our Organisation Is Effective	Improve our organisational effectiveness	Outcome corporate business planning

NORTHERN Grampians SHIRE COUNCIL

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