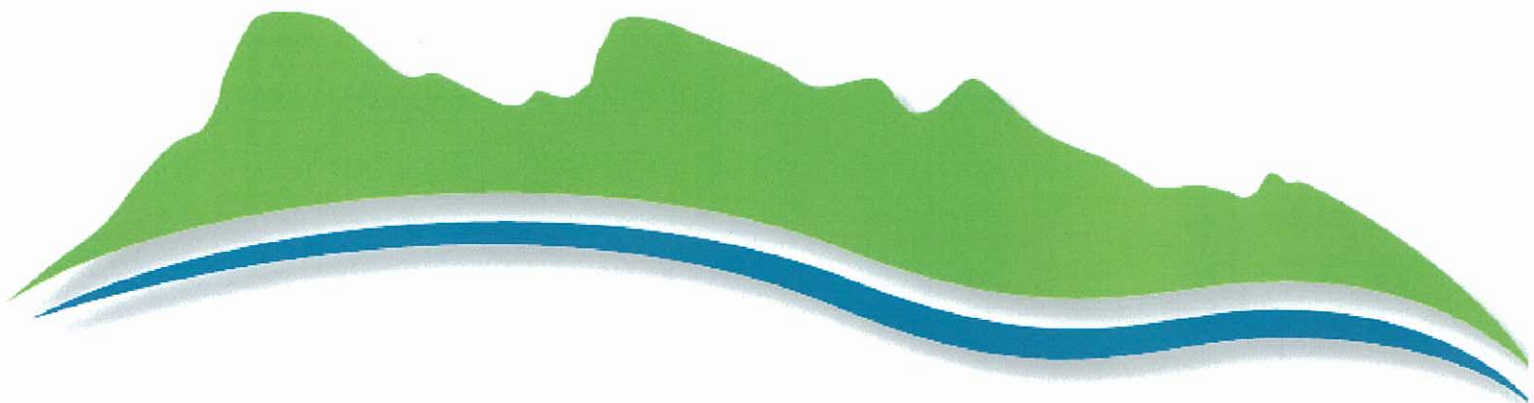


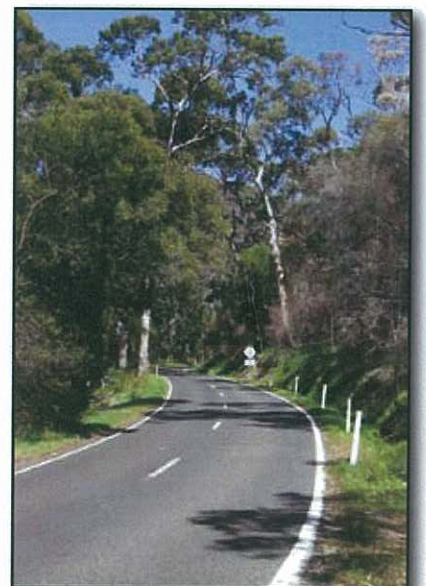


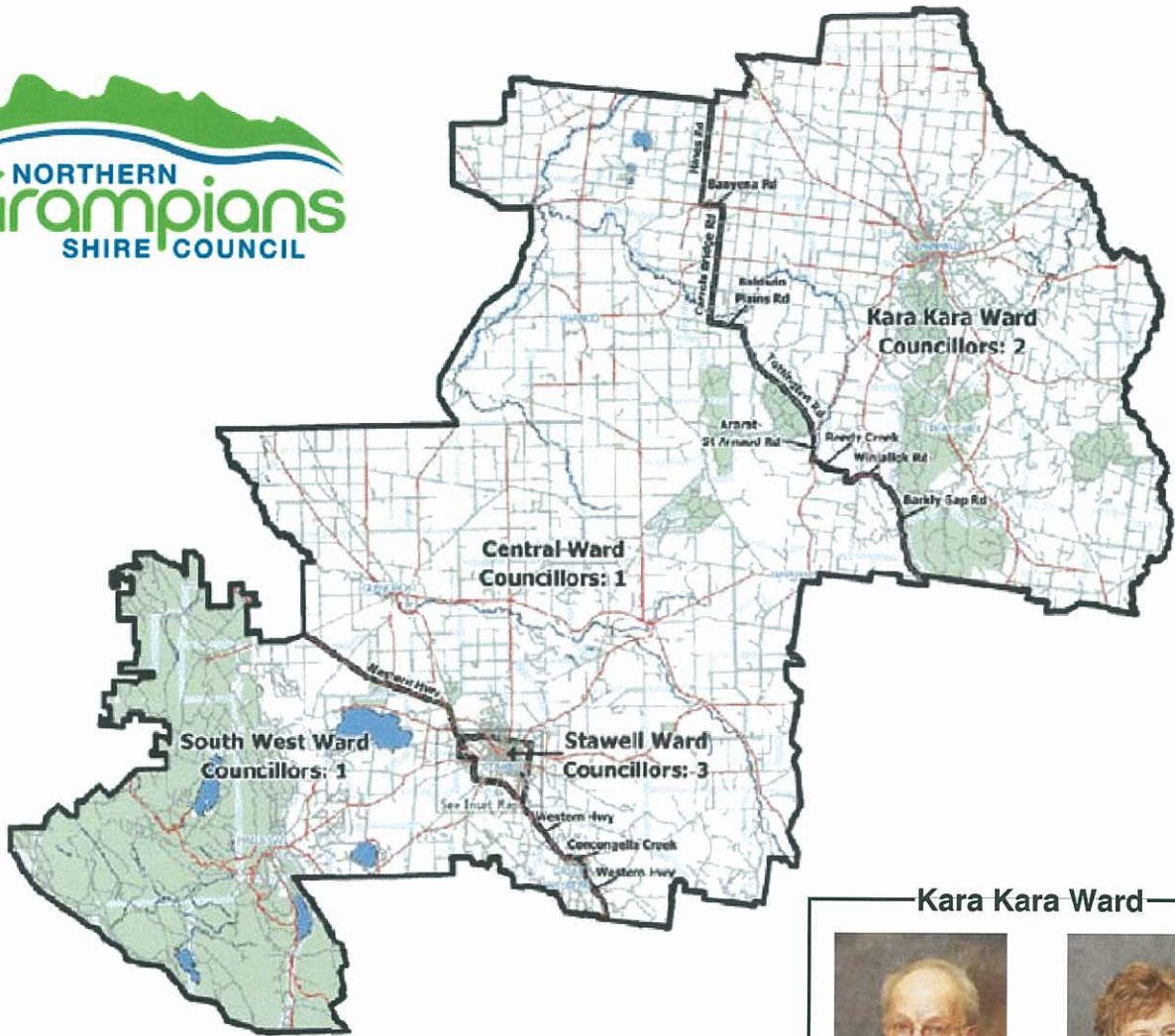
# Council Plan 2009 / 2013

*Creating a better lifestyle and environment*



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<b>Attachment 1: Strategic Resource Plan</b>	





**Kara Kara Ward**



Cr. Ray Hewitt  
Ph. 0429 198 393



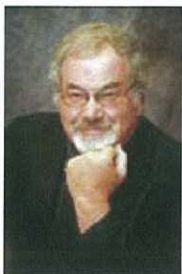
Cr. Dorothy Patton  
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**Central Ward**



Cr. Kevin Erwin  
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## MAYOR'S MESSAGE

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**April 2011**

Our Council plan has been in effect for nearly two years and it has served Council well as the blueprint for the way in which we respond to our community's needs and the manner in which we plan to deliver our services as circumstances change.

We have recently reviewed the plan and we have agreed that the existing council plan is still a viable and living document that continues to form the basis of our operation. We have made only slight amendments in the plan which indicates a degree of satisfaction that our existing model is still a practical and successful plan on which to build.

We have seen many circumstances change since adopting the plan, from floods and economic downturn, to changes of government and shifts in community needs, but our plan has stood us in good stead to continue to deliver efficient services to our residents.

The things that challenged us when the plan was first devised have changed and our flood recovery process is the key challenge we face at this time.

We believe strongly in engaging with our communities and will continue to consult with them to ensure we are delivering a needs focused service that addresses the things that our communities tell us are most needed.

This plan also feeds into the Regional Plans which are so necessary for us to position the shire for the larger projects that advance development in our towns. It links in well with our community plans as well, so that we have a well coordinated link from the grassroots right through to our dealings with State and Federal governments.

We look forward confidently in the knowledge that we have a well researched and proven plan to position our Shire to maximum advantage and we will continue to endeavour to fulfil the aims and aspirations of our communities.

**Ray Hewitt**  
**Mayor**



### April 2011

Early in 2009 Council prepared a Plan to cover the four year Council term spanning 2009 – 2013. Each year, Council reflects on the actions taken, objectives achieved and reassesses the key goals and strategies.

Now in 2011, two years into the Plan, we can confidently state that many of the goals and objectives set in 2009 still ring true. Council has implemented key projects and delivered many, varied critical services to the community. However, while our core values remain the same and our four main goals are still valid, much has occurred in the short two year period to provoke a serious re-think, particularly in the areas of emergency management and community leadership and advocacy.

When Council first developed the plan we were in the grip of a 14 year drought and had experienced the trauma and tension of years of threatening fire seasons. Water security was a dominating issue and the long-term economic and social prospects of our small towns, tourism businesses and agricultural communities were of serious concern. Now, after a series of significant flood and storm events in late 2010 and early 2011 we face a different set of challenges. The impacts of the Global Financial Crisis, climate variability, a change of state government and changes also at the federal government level have prompted Council to develop a closer understanding of the role of local government in rural communities; not only as a deliverer of services but also as a key leader and advocate in broader regional, state and national forums.

Fortunately, the original Council Plan has held us in good stead and, with a renewed commitment to active leadership and emergency management, the remaining two years of the Plan should see a greater rate of achievement and a closer alignment between our annual budget and the goals and objectives contained in the Plan.

I commend the Council Plan to you and congratulate the Councillors, community and staff who have actively contributed to its review. This re-defined Plan will, over the next two years, see Northern Grampians Shire Council move confidently towards *Creating a Better Lifestyle and Environment* for us all.

**Justine Linley**  
**Chief Executive Officer**



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## **Our Vision**

*Creating a better lifestyle and environment*

## **Our Mission**

As community leaders we provide valued services, care for our community and the environment and promote the Shire's strengths

## **Our Core Values**

The Northern Grampians Shire Council is a skilled and capable organisation which is:

**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:**

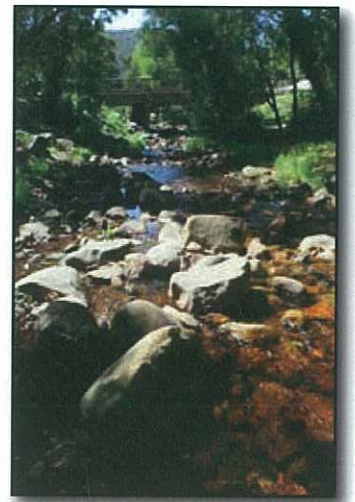
*being positive and able to find solutions*

**Sustainable:**

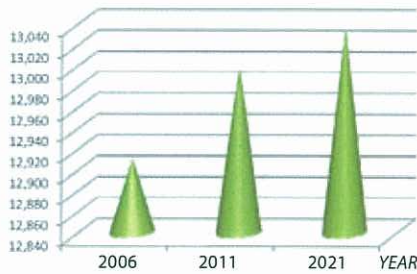
*stewardship of the community, environment, economy and Council*

**Respectful:**

*of people's views and diversity*

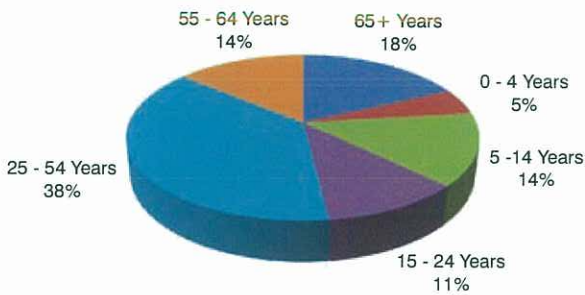


**NGSC PROJECTED POPULATION**



<b>Estimated population 2011</b>	12,997
<b>Estimated population 2021</b>	13,036

**AGE STRUCTURE**

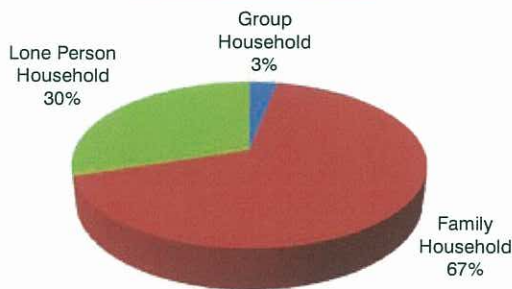


<b>Median age of residents</b>	42
--------------------------------	----

**Age structure**

<i>0 - 4 years</i>	5.4%
<i>5 - 14 years</i>	13.8%
<i>15 - 24 years</i>	10.5%
<i>25 - 54 years</i>	38.0%
<i>55 - 64 years</i>	13.8%
<i>65+ years</i>	18.4%

**HOUSEHOLD STRUCTURE**

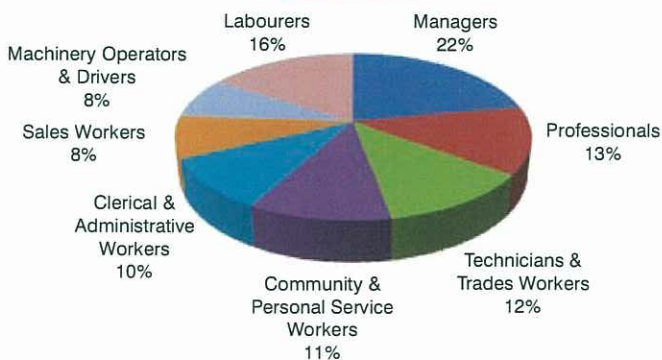


<b>Average household size</b>	2.4
<b>Number of dwellings</b>	4,896

**Household structure**

<i>Family household</i>	64.8%
<i>Lone person household</i>	28.4%
<i>Group household</i>	2.6%

**EMPLOYMENT**



**Employment sector**

<i>Managers</i>	22%
<i>Professionals</i>	13%
<i>Technicians and trades</i>	12%
<i>Community and personal service</i>	11%
<i>Clerical and administration</i>	10%
<i>Sales</i>	8%
<i>Machinery operators and drivers</i>	8%
<i>Labourers</i>	16%

# NORTHERN GRAMPIANS SHIRE

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## AREA

5,728 square kilometres

## LOCATION

Central West Victoria

## POPULATION TOTAL

11,912

## MAJOR TOWNS AND VILLAGES

Stawell, St. Arnaud, Great Western, Halls Gap, Glenorchy, Navarre, Marnoo, Stuart Mill

## BORDERS

Grampians National Park, Wimmera plains (west), Mallee plains (north), Pyrenees region (east)

## BUSINESS

There are over 720 businesses listed on Northern Grampians Shire business database

## WORKFORCE

Major employment sectors include agriculture, mining, meat production, health and trade

## CLIMATE

Average daily temperature: min. 8.6° max.19.7°





The purpose of the Council Plan is to provide a framework for undertaking a range of actions that will enable our vision for the future of the Northern Grampians Shire to be achieved.

This plan uses the following strategic framework that will be monitored and reported on over the next four years:



### COUNCIL PLAN

Elected councillors are responsible for setting future direction and strategic priorities for the Shire. Document is reviewed annually and at the end of Council's 4 year term.

### BUSINESS PLAN

Executive Management team is responsible for setting corporate priorities and allocating resources to ensure actions are completed and aligned with the goals in the Council Plan. Document is reviewed annually.

## REGIONAL STRATEGIC PLANNING

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The Victorian Government is developing a new long-term plan for the sustainable growth of regional Victoria, building on a decade of growth in regional economies and communities. Regional Victoria will continue to grow strongly and is projected to increase by approximately 477,000 people between 2006 and 2036.

In the Grampians region, there are two sub-regional plans under development, namely Central Highlands and Wimmera Southern Mallee. These plans will be used to help manage future growth and new and emerging challenges, in particular the impacts of climate change and an increasingly competitive economic environment and will include:

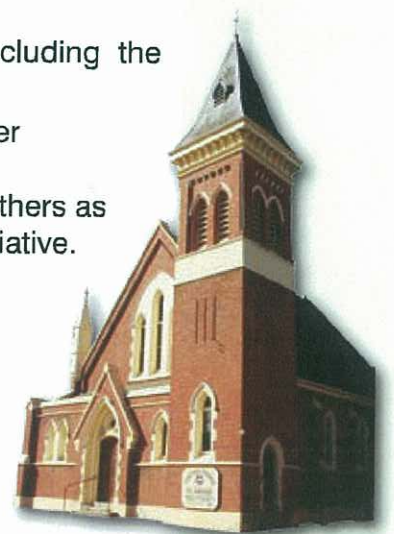
- a regional development approach for the next decade
- a population settlement and land use model
- strategies for each region
- a framework for Government investment and programs in regional Victoria
- a framework for the integration of regional-level plans

Northern Grampians Shire Council is involved in the development of both sub-regional plans in the Grampians region. Council will have direct input into identifying and promoting projects and investment of significance not only to our Shire but to the broader region and to Victoria. The Northern Grampians Shire Council Plan and various Community Plans will feed into this process.

Council acknowledges a range of priorities for the Grampians region that have regional significance. These regional priorities have implications for the future sustainability and growth of the shire and include investment in infrastructure and services to:

- support value-adding of primary products and the development of a sustainable mining industry
- develop a second generation bio-fuels and renewable energy industry
- develop the Grampians region with worlds' best practice water use and re-use capabilities
- develop and implement a regional telecommunications strategy that meets the requirements for key growth industries and the community
- develop community support services and facilities for the long term sustainability of the region
- respond to population change
- develop the Grampians as a premier tourism destination including the construction of the Grampians Long-distance Icon Walk
- develop strong sub-regional centres within 100 kms of each other

Council is committed to collaboratively progressing these priorities and others as identified through the state government's Regional Strategic Planning initiative.



Community Planning is more than engaging with the community, it is about empowerment. Community Planning is a bottom up approach to strategic planning, vision setting, and decision-making. It also acknowledges that the Council can't make every decision or achieve every goal without harnessing the capacity of the community. Community Planning can be defined as a dynamic and participatory process where the community arrives at a document that contains a group vision, priorities and actions.

Over recent months, the Community Plans for Stawell, Halls Gap and St Arnaud have been prepared. It is intended that the opportunity will arise for Council to further facilitate the development of individual Community Plans in Great Western, Marnoo, Navarre, Stuart Mill and Glenorchy.

**The steps undertaken to facilitate Community Plans include:**

- Street canvassing of residents and visitors to Stawell, Halls Gap and St Arnaud for their ideas on what are the strengths, weaknesses and opportunities for the towns.
- “Your town, Your future” Community Summits in St Arnaud, Halls Gap and Stawell facilitated by local community identities. These summits provided an opportunity for the community members to commence a draft vision statement for their community, as well as list, discuss and prioritise a broad range of ideas under the headings “our community”, “our environment” and “our economy”. All items recorded from these meetings contributed to the first draft of the community plans. Community leaders for the development and implementation of the plans were identified at the Community Summits.
- A draft plan was distributed to all community members who had made comment, the attendees at the summits and also made available to the broader community for comment.
- Meetings were then held with the Community Plan leaders to prepare the draft for presentation at follow up community meetings.
- Follow up community meetings were held in Halls Gap, Stawell and St Arnaud to finalise priorities and vision statements and to endorse the actions identified in the plans. Final meetings were held with the community plan leaders to make any final amendments and finalise the document for presentation to Council.

The Stawell, Halls Gap and St Arnaud Community Plans were formally received by Council on the 26th March 2009. The processes undertaken to engage with the three communities and empower them to make decisions has captured the opinions of around 500 community members.

# GOAL 1

*A healthy, supportive and safe community providing a sustainable, quality lifestyle*

## Outcome 1.1

*A family friendly environment which provides quality family and child support services*

- 1.1.1 Ensure the community has quality childcare services
- 1.1.2 Provide and promote services that support families in meeting the health needs of children



## Outcome 1.2

*Young people have opportunities to participate and maximise their potential in the community*

- 1.2.1 Partner with schools, government and community organisations in the Youth Options Guarantee and identify needs and options for young people to develop and be involved in the community
- 1.2.2 Support youth capacity building initiatives and youth career opportunities
- 1.2.3 Encourage and support youth leisure activities



## Outcome 1.3

*Seniors are participating and living in the community longer.*

- 1.3.1 Ensure seniors have access to quality Home and Community Care services
- 1.3.2 Foster community support programs to enhance the wellbeing and lifestyle of seniors



## Outcome 1.4

*People are participating in sport and recreation activities.*

- 1.4.1 Plan for and ensure the provision of sport and recreational activities and facilities
- 1.4.2 Promote and support sport and recreation events



*A healthy, supportive and safe community providing a sustainable, quality lifestyle*



**Outcome 1.5**

*A community with the capacity and willingness to support all people*

- 1.5.1 Partner with the community to plan for their future
- 1.5.2 Ensure inclusiveness and access for all people
- 1.5.3 Support and encourage a sustainable volunteer network

**Outcome 1.6**

*A safe community*

- 1.6.1 Plan and prepare for, respond to and recover from emergency events
- 1.6.2 Provide quality public and environmental health services
- 1.6.3 Ensure effective management of animals within the community
- 1.6.4 Support activities that encourage safe and responsible community behaviour



**Outcome 1.7**

*A creative and learning community*

- 1.7.1 Provide access to information for life-long learning
- 1.7.2 Support and encourage cultural and artistic expression in the community



**Outcome 1.8**

*A community which has leadership in emergency management.*

- 1.8.1 Implement measures to prevent or reduce both the causes and effects of emergencies
- 1.8.2 Manage arrangements for the utilisation and implementation of municipal resources in the response to emergencies
- 1.8.3 Assist the effected community to recover following an emergency
- 1.8.4 Represent our community in local, regional and state emergency planning arrangements.



## GOAL 2

*A sustainable natural and built environment that meets current and future needs*

### Outcome 2.1

*Responding to the impacts of climate change*

- 2.1.1 Develop and implement local and regional policy and initiatives to adapt to climate change impacts in partnership with other organisations and government
- 2.1.2 Participate in and promote the adoption of practices that support the sustainable use of energy in partnership with other regional and State bodies



### Outcome 2.2

*Minimising waste through integrated management*

- 2.2.1 Pursue regional solutions to waste reduction in partnership with State and Local Governments
- 2.2.2 Provide effective waste and recycling collection and disposal services and facilities
- 2.2.3 Promote the minimisation of waste and litter through avoidance, reduction, reuse and recycling



### Outcome 2.3

*Safe and effective wastewater and stormwater systems*

- 2.3.1 Provide effective management and maintenance of Council's stormwater infrastructure
- 2.3.2 Plan, manage and monitor domestic wastewater use



### Outcome 2.4

*A safe and efficient transport network*

- 2.4.1 Ensure appropriate management and development of roads, bridges, footpaths and shared paths
- 2.4.2 Plan and implement road safety and traffic management improvements
- 2.4.3 Provide appropriate advocacy, management and development of aerodrome and rail infrastructure



*A sustainable natural and built environment that meets current and future needs*



### Outcome 2.5

*Protect and enhance the natural environment*

- 2.5.1 Sustain our natural resources in partnership with other organisations
- 2.5.2 Continue to manage our water resources efficiently and sustainably
- 2.5.3 Continue to work with all key stakeholders in the management and sustainability of our recreational water facilities



### Outcome 2.6

*Attractive and user-friendly parks, gardens and streetscapes*

- 2.6.1 Provide accessible and sustainable parks and open spaces that provide opportunities for passive and active recreation
- 2.6.2 Develop and maintain township entrances and streetscapes that enhance and maintain the character of townships



### Outcome 2.7

*Buildings and facilities meeting the needs of the community*

- 2.7.1 Provide, maintain and develop Council buildings, facilities and amenities



### Outcome 2.8

*Sustainable growth of townships and rural areas while conserving unique character and heritage*

- 2.8.1 Review, amend and implement the Northern Grampians Shire Council planning scheme to inform future land use and development
- 2.8.2 Provide high quality, consistent and responsive development assessment and compliance procedures
- 2.8.3 Work in partnership with neighbouring Councils and the State Government on regional and local planning and development issues
- 2.8.4 Continue to develop and implement initiatives to preserve and maintain heritage buildings, items and places of interest



## GOAL 3

*A sustainable economy attracting and encouraging new enterprises while supporting existing businesses*

### Outcome 3.1

*Attract new sustainable business*

- 3.1.1 Identify the key industry sectors for new business development and investment and determine attraction and establishment strategies
- 3.1.2 Promote the benefits of the Shire for business growth and expansion to targeted new businesses
- 3.1.3 Promote employment and lifestyle opportunities to attract target age groups
- 3.1.4 Support improved business viability and employment through export development



### Outcome 3.2

*An economy which encourages population growth*

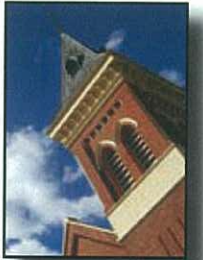
- 3.2.1 Support business retention, development and population growth by attracting skilled labour



### Outcome 3.3

*Stawell & St. Arnaud established as key regional service and retail centres*

- 3.3.1 Market and promote services and retailing in Stawell and St. Arnaud locally and regionally
- 3.3.2 Improve the public infrastructure in Stawell and St. Arnaud to support their regional and service centre role
- 3.3.3 Encourage the development of strong and dynamic business groups in Stawell and St. Arnaud



### Outcome 3.4

*Key industries supported to optimise growth*

- 3.4.1 Analyse the key sectors of health, tourism, agriculture, manufacturing, retail, transport, education and mining.
- 3.4.2 Create sector plans that support and enhance key sectors.
- 3.4.3 Continue to build partnerships that create opportunity for industry.





*A sustainable economy attracting and encouraging new enterprises while supporting existing businesses*



### Outcome 3.5

*Infrastructure that supports sustainable economic development*

- 3.5.1 Advocate for improved provision of utility services across the Shire
- 3.5.2 Advocate for improved telecommunications infrastructure across the shire
- 3.5.3 Support the provision of adequate serviced industrial land and retail / commercial space to meet business development needs
- 3.5.4 Support the availability of housing that meets community needs and government regulations



### Outcome 3.6

*A successful tourism industry across the Shire*

- 3.6.1 Support regional tourism development through productive relationships with the State Government and Grampians Tourism Inc.
- 3.6.2 Promote, attract and support festivals, events and attractions that add value to the Shire's economy
- 3.6.3 Provide tourism attraction and accommodation information to encourage visitors to increase length of stay and local spending
- 3.6.4 Encourage the development of strong and dynamic business association at Halls Gap
- 3.6.5 Support the provision of adequate tourism infrastructure to encourage business development



### Outcome 3.7

*Opportunities from climate change maximised*

- 3.7.1 Support the identification and development of business opportunities from carbon trading and renewable energy industries
- 3.7.2 Support the identification and development of business opportunities through innovative water use and associated niche food industries



## GOAL 4

*Progressive leadership, good governance, efficient and cost-effective services*

### Outcome 4.1

*Effective strategic management planning, processes and performance management*

- 4.1.1 Provide timely, open and transparent reporting on the Council Plan and Council's Business Plans
- 4.1.2 Review and maintain Council's Risk Management Policy, Strategy and procedures
- 4.1.3 Review and maintain Council's Asset Management Policy and Strategy



### Outcome 4.2

*Effective governance and leadership*

- 4.2.1 Provide leadership to the community
- 4.2.2 Review and amend governance policies and procedures to adapt to changing circumstances
- 4.2.3 Provide appropriate induction, governance training and continuing development through performance management of Elected Members
- 4.2.4 Ensure effective operation of Council's committees and governance functions



### Outcome 4.3

*Skilled, committed and professional staff in a safe and supportive environment*

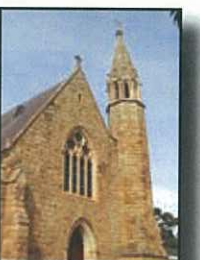
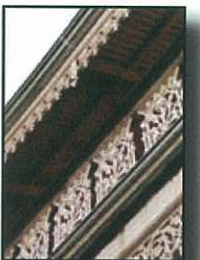
- 4.3.1 Encourage an organisational culture that supports improved workplace performance and provides staff development opportunities
- 4.3.2 Ensure safe work practices through compliance with Occupational Health and Safety policies and procedures
- 4.3.3 Develop and implement a workforce management plan and procedures to meet current and future workforce needs



### Outcome 4.4

*Sustainable high quality customer-orientated services*

- 4.4.1 Continuously evaluate Council services to promote best practice
- 4.4.2 Review and continuously improve customer service standards and capability





**Outcome 4.5**

*Effective and efficient corporate and administrative services*

- 4.5.1 Provide professional administration for Council to support effective and efficient operations
- 4.5.2 Provide and support services for works and plant operations



**Outcome 4.6**

*Financial sustainability and accountable financial management*

- 4.6.1 Provide financial policies and services to support Council's operations and to meet reporting and accountability requirements
- 4.6.2 Provide internal and external audit functions to review Council's performance, risk management, financial governance and reporting



**Outcome 4.7**

*Effective information and communication services that support efficient operations and service delivery*

- 4.7.1 Deliver improved information technology, communications and records management services
- 4.7.2 Develop and implement a Geographic Information System (GIS) Strategy



## STRATEGIC INDICATORS

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*The following strategic indicators will be used to identify whether our actions have been understood and valued by the community. They are the tool used to measure our performance in line with the aforementioned goals.*

### Goal 1

*- A healthy, supportive and safe community providing a sustainable, quality lifestyle*

- Continuing satisfactory ratings in relation to;
  - Health & Human Services
  - Recreation Facilities
  - Enforcement of Local laws
  - Community Engagement
- Continuing satisfactory audit score from Council's insurer in relation to;
  - Environmental Health and Community Safety

### Goal 2

*- A sustainable natural and built environment that meets current and future needs*

- Continuing satisfactory ratings in relation to;
  - Waste Management
  - Local Roads and Footpaths
  - Town Planning Policy and Approvals
  - Appearance of Public Areas
  - Traffic Management and Parking
- Capital works program delivered at least 80% budgeted amount of capital works completed
- Municipal Waste to landfill per household at 2007/08 level or less
- Continuing satisfactory audit score from Council's insurer in relation to;
  - Roads and Paths
  - Street trees, Parks, Reserves
  - Building and Town Planning

### Goal 3

- *A sustainable economy attracting and encouraging new enterprises while supporting existing businesses*

- Continuing community awareness of opportunities for business and tourism, investment and growth
- Improved working relationship between economic development, planning and building to provide improved service levels
- Improved community satisfaction with the presentation and diversity of business and tourism enterprises

### Goal 4

- *Progressive leadership, good governance, efficient and cost-effective services*

- Continuing satisfactory ratings in relation to;
  - Overall performance of Council
  - Council advocacy and community representation on key local issues
- Continuing to be financial sustainable and generate sufficient cash surpluses to fund its capital program without having to borrow



## LIST OF RELATED **COUNCIL, STATE & REGIONAL DOCUMENTS**

---

### **Council documents**

- Aquatic facilities in St Arnaud, May 2007
- Arts & Cultural Strategy 2008-2012, September 2008
- Business Contingency Plan, January 2009
- Community Access Plan, March 2008
- Community Planning, May 2008 (Attachment from Council Plan)
- Cato Lake Master Plan, February 2007
- Conservation and Landscape Recommendation for St Arnaud Queen Mary Botanical Gardens, July 1995
- Corporate Asset Management Strategy
- Domestic Animal Management Plan, 2008-2011
- General Local Law, November 2005
- Grampians Regional Strategic Planning
- Grampians Region Youth Options Guarantee, March 2008
- GIS Strategy
- Great Western Tourism Investment Study A Strategic Wine Tourism Assessment, July 2002
- HACC Cultural Action Plan, 2008 / 2009
- Halls Gap Business / Marketing Plan, 2006-2008
- Halls Gap Flood Study, June 2008
- Halls Gap Signage Project, July 2008
- Heritage Study
- Information Services Strategy Report
- Investment Map, May 2006
- Investment Prospects/Prospectus, February 2005 & subset - Strategic Economic Solutions, May 2006
- Land Capability Study
- Line Clearance Vegetation Management Plan, 2006-2007
- Local Environment Sustainability Priority Statement, October 2008
- Lord Nelson Environment Plan (EIP)
- Lord Nelson Park Reserve Master Plan, July 2001
- Master Plan Central Park, Stawell, May 2000
- Master Plan North Park, November 2004
- Municipal Domestic Wastewater Management Plan, 2006-2010
- Municipal Early Years Plan, 2008-2011
- Municipal Emergency Management Plan, June 2007
- Municipal Fire Prevention Plan, 2008
- Municipal Health Action Plan, 2005-2008
- Municipal Road Transport, April 2007
- Northern Grampians Recovery Plan, September 2007

## LIST OF RELATED **COUNCIL, STATE & REGIONAL DOCUMENTS**

---

### **Council documents (cont.)**

NGSC Draft Economic Development Strategy 2009-2012, January 2009  
NGSC Draft Marketing Plan 2009-2012, April 2008  
NGSC Flood Response Plan sub plan of MEMP, June 2008 Flood Study Sub Plan, June 2008  
NGSC Road Safety Strategy Action Plan, 2009  
NGSC Tourism Strategy 2008-2011, October 2008  
Public Health Emergency Management Sub Plan, September 2008  
Quarries Strategic Directions Report  
Recreation, Leisure, Community Buildings & Parks Strategy, August 2004  
Restoration and Conservation plan, CWA Pioneer Park St Arnaud  
Risk Management Strategy V4, July 2008  
Road Management Plan Final, 2007  
Roadside Vegetation Management Plan 2008-2011, June 2008  
Seniors Participation and Care Plan, 2008-2012  
Stawell Aerodrome Draft Master Plan, November 2008  
St. Arnaud Business / Marketing Plan, 2005-2007  
Stawell Business / Marketing Plan, 2005-2007  
Stawell Gold Mine Focus Group, February 2008  
Stawell Investment Growth Strategic Marketing Plan, September 2008  
Sustainable Water Use Plan, 2007-2011  
Waste & Litter Education Strategy, June 2001

### **State and Regional documents**

Grampians Region Tourism Industry Proposed Regional Tourism Partnership, August 2007  
Grampians Region Tourism Industry 3 year Strategic Business Plan, 2007/08-2009/10, July 2007  
GRWVG Action Plan, September 2008  
GRWVG Business Plan 2008/09-2010-11 September 2008  
Grampians Tourism Region Identifying Cycling Opportunities Report, July 2008  
Grampians Tourism Region Product & Infrastructure Audit & Development Plan, October 2008  
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