



**Pyrenees**  
Shire Council

**DRAFT**

**Pyrenees Shire Council  
Revised Council Plan  
2017-2021**

**Adopted by Council 25 June 2019**

***Revised Draft April 2020***



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## Shire Profile

### Location

Pyrenees Shire is located in the Central West of Victoria, about 130 kilometres north west of Melbourne. It is heavily dependent on primary industry and is renowned for wool, viticulture and forestry activity. Thirty percent of the workforce is involved in agriculture. Key areas of production are wool, cereal, hay crops and meat. Grape and wine production has recently expanded significantly. Gold, along with sand, gravel and slate all contribute to the economy.

### Characteristics

The Pyrenees Shire comprises an area of nearly 3,500 square kilometres and a population of 6,979 residents. The Shire takes its name from the ranges in the north that hold similarity to the Pyrenees Ranges in Europe.

Council administration is based in the township of Beaufort, and a number of Council services also operate from the township of Avoca. These services include health and aged care, library and information centres.

Excellent educational facilities are available in Pyrenees Shire, including integrated children's centres, primary schools, a secondary college and Community Resource and Information Centres incorporating adult education and library services.

Recreational activities are available in abundance in the region, giving community members and visitors wonderful opportunities to experience new pastimes.

Most townships in the Shire have their own sporting facilities, such as football fields and netball courts. Avoca and Beaufort also have skate parks.

The Shire has an appealing range of visitor experiences focused on wine, natural assets and goldfields heritage including the historic features of its small towns and villages. It also has a strong events calendar attracting over 40,000 visitors a year including food and wine, arts, heritage, horse racing and music.

## Our Shire



## Councillors



**Cr Tanya Kehoe**  
Mayor  
**Mount Emu Ward**



**Cr Ron Eason**  
**Avoca Ward**



**Cr Robert Vance**  
**De Cameron Ward**



**Cr Damian Ferrari**  
**Beaufort Ward**



**Cr David Clark**  
**Ercildoune Ward**

## Our Vision

*“healthy, vibrant, prosperous and connected communities”*

## Our Mission

- To provide quality road and built infrastructure for the community;
- To work with others to provide services to maintain the wellbeing of the community; and
- To operate an efficient, forward-looking organisation.

## Our Strategic Objectives for 2017-2021

### **1 Roads and Townships**

We will plan, manage, maintain and renew infrastructure in a sustainable way that responds to the needs of the community.

### **2 Relationships and Advocacy**

We will build and maintain effective relationships with community, government and strategic partners, and advocate on key issues to advance our communities.

### **3 Community Connection and Wellbeing**

We will engage with communities to provide responsive, efficient services that enhance the quality of life of residents and promote connected, active and resilient communities.

### **4 Financially Sustainable, High-performing Organisation**

Our organisation will respond to community needs, attend to our core business, and strive for excellence in service delivery in an ethical and financially responsible manner.

### **5 Development and Environment**

We will undertake forward planning, and facilitate growth in our local economy while protecting key natural and built environmental values.

## Narrative for action

The Pyrenees Shire Council has a limited range of income sources and a significant number of dispersed small communities to service.

Council's resources can be much more effective when matched with resources from other levels of government.

Our communities are vibrant with significant latent social infrastructure, but lack appropriate access to health and other services.

Infrastructure including water, power and telecommunications comparable to other regional centres is required to grow our economy, and build livable communities.



## 1. Roads and Townships

### ***Our Vision***

**Sealed roads** – our sealed road network is well maintained while key strategic link roads are upgraded.

**Gravel Roads** – the quality and function of the gravel road network is improved by increasing spending in real terms.

**Townships** – the amenity of our townships is improved, and key infrastructure projects are delivered with other levels of government.

### **Strategic Objective**

We will plan, manage, maintain and renew infrastructure in a sustainable way that responds to the needs of the community.



## Measures

- Maintain or improve community satisfaction with sealed local roads (Community satisfaction rating was 54 out of 100 with how Council has performed on the condition of sealed local roads in 2016)
- Maintain or improve community satisfaction with unsealed local roads (Community satisfaction rating was 45 out of 100 with how Council has performed on the condition of unsealed local roads in 2016)
- Completion of at least 95% of capital (own sourced) road works budgeted.
- Increase the level of asset renewal as a percentage of depreciation over the life of the Council Plan. (Local Government Performance Reporting Framework showed 60.25% in 2015/16 and 70.64% in 2016/17)
- Sealed Roads resealed - 4.5% of network (32.5km of sealed network).
- Unsealed Roads resheeted - 2.9% of network (37km of unsealed road network).



| Strategies   | Initiatives   |
|--|---|
| <p>1.1 Ensure local roads are maintained and renewed in line with adopted plans and strategy to provide a safe transport network and meet community needs.</p> | <p>1.1.1 Implement the following initiatives contained in the Gravel Road Strategy: Use of higher quality material for resheeting.</p>      |
|  | <p>1.1.2 Renew and upgrade key strategic roads - <del>Raglan-Elmhurst Road</del> Vinoca Road</p>  |
|  | <p>1.1.3 Renew and upgrade key strategic roads - <del>Eurambeen-Streatham Road</del> Carngham-Linton Road</p>                               |
|  | <p>1.1.4 Renew and upgrade key strategic roads - <del>Langi-Kal-Kal Road</del> Waubra-Talbot Road</p>                                       |
|  | <p>1.1.5 Renew and upgrade key strategic roads - <del>Landsborough-Elmhurst Road (Wimmera River) Bridge</del> Lexton-Ararat Road Bridge</p> |
|  | <p>1.1.6 Review key strategic documents - Road Management Plan</p>  |
|  | <p>1.1.7 Review key strategic documents - Gravel Road Strategy Review</p>   |
|  | <p>1.1.8 Review key strategic documents - Asset Management Strategy</p>   |
|  | <p>1.1.9 Review key strategic documents - Service and Asset Management Plans</p>  |
|  | <p>1.1.10 Review key strategic documents - Roadside Management Plan</p>   |
|  | <p>1.1.11 Maintain Safe roads by controlling encroachment of roadside vegetation</p>  |
|  | <p>1.1.12 Undertake two internal audits per annum on compliance with the Road Management Plan.</p>  |
|  | <p>1.1.13 Continue to advocate for the reclassification of the Eurambeen - Streatham Road</p>   |
| <p>1.2 Maintain and renew Council's facilities and built assets in line with community service needs.</p>  | <p>1.2.1 Undertake condition assessments of key assets - Roads</p>  |
|  | <p>1.2.2 Undertake condition assessments of key assets - Bridges and Major Culverts</p>   |
|  | <p>1.2.3 Undertake condition assessments of key assets - Buildings</p>  |
| <p>1.3 Develop and implement a rolling three-year capital works program.</p>   | <p>1.3.1 Deliver road and asset renewal programs - Resheeting of gravel roads</p>   |
|  | <p>1.3.2 Deliver road and asset renewal programs - Resealing of sealed surfaces</p>   |
|  | <p>1.3.3 Deliver road and asset renewal programs - Pavement reconstruction</p>  |
|  | <p>1.3.4 Deliver road and asset renewal programs - Bridge and major culvert program</p>   |
|  | <p>1.3.5 Deliver road and asset renewal programs - Drainage program</p>   |
|  | <p>1.3.6 Deliver road and asset renewal programs - Water bores</p>  |

| Strategies  | Initiatives   |
|---|---|
| 1.4 Maintain, develop and renew the public amenity of our townships in consultation with our communities.   | <p>1.4.1 Improve township amenity by increased level of maintenance at town entrances by street tree replacement planting, better signage and use of GATT seals.</p> <p>1.4.2 Deliver agreed works and infrastructure improvements in towns under the Drought Communities Program.</p>  |
| 1.5 Prepare and implement township framework plans to guide future development in Beaufort, Avoca, Snake Valley, Lexton, Waubra / Evansford, Landsborough, Moonambel, Amphitheatre and Raglan, and then consider extending the planning to include other towns. | <p>1.5.1 Implement initiatives contained in township framework plans.</p> <p>1.5.2 Seek funding to implement actions to ensure Beaufort is bypass ready.</p> <p>1.5.3 Implement funded projects in Avoca - Activate Avoca</p> <p>1.5.4 Implement funded projects in Avoca - Inclusive Play Space</p> <p>1.5.5 Implement funded projects in Avoca - BBQ Shelter</p> <p>1.5.6 Implement funded projects in Snake Valley - Linear Park / Skate Park</p> <p>1.5.7 Implement funded projects in Snake Valley - Female Friendly change facility.</p> <p>1.5.8 Implement funded projects in Lexton - Lexton Community Hub</p> <p>1.5.9 Work with appropriate authorities to develop flood plans for Avoca and Raglan.</p> <p>1.5.10 Implement initiatives identified through flood planning to mitigate flood and drainage impacts in Lexton, Waubra, Avoca, Natte Yallock, Landsborough, Beaufort and Raglan.</p> |

## 2. Relationships and Advocacy

### ***Our Vision***

*Our communities are active and engaged.*

*Investments are secured from other levels of government to meet our community needs.*

*Council has a reputation for active leadership on issues important to our communities.*

### ***Strategic Objective***

We will build and maintain effective relationships with community, government and strategic partners, and advocate on key issues to benefit our communities.

## Measures

- Maintain or improve community satisfaction with Community Consultation (Community satisfaction was 56 out of 100 with how Council has performed on community consultation in 2016).
- Maintain or improve community satisfaction with Advocacy on behalf of the community (Community satisfaction rating was 55 out of 100 with how Council has performed on advocacy in 2016).
- Annual community engagement plan developed.
- Active engagement by whole of Council in each of our CAP communities every two years.



| Strategies   | Initiatives  |
|--|--|
| 2.1 Develop and implement a Community Engagement Strategy incorporating an annual engagement plan.         | 2.1.1 Implement the Community Engagement Strategy  |
|  | 2.1.2 Review the Community Engagement Strategy.  |
|  | 2.1.3 <del>Review and</del> Implement Frontline Services with a focus on providing a better service to our communities.  |
| 2.2 Work with other LGAs to develop strategy for the delivery of Shared Services.                          | 2.2.1 Work with others to develop strategy and deliver Shared Services   |
| 2.3 Maintain strategic partnerships, and participate with peak bodies for support and to enhance advocacy. | 2.3.1 Provide strong leadership through timely and effective communication with members of Parliament and with relevant government agencies.   |
|  | 2.3.2 Advocate to government (in partnership with peak bodies and relevant community and industry groups) on key projects and issues important to our community – Beaufort Bypass  |
|  | 2.3.3 Advocate to government (in partnership with peak bodies and relevant community and industry groups) on key projects and issues important to our community – Ararat Maryborough Rail Line                                     |
|  | 2.3.4 Advocate to government (in partnership with peak bodies and relevant community and industry groups) on key projects and issues important to our community – Improved telecommunications across the shire                     |
|  | 2.3.5 Advocate to government (in partnership with peak bodies and relevant community and industry groups) on key projects and issues important to our community – Improved access to data communication and successful NBN rollout |
|  | 2.3.6 Advocate to government (in partnership with peak bodies and relevant community and industry groups) on key projects and issues important to our community – Roads to Recovery Funding.                                       |
|  | 2.3.7 Advocate to government (in partnership with peak bodies and relevant community and industry groups) on key projects and issues important to our community – State and Federal Funding for Local Infrastructure.              |
|  | 2.3.8 Advocate to government (in partnership with peak bodies and relevant community and industry groups) on key projects and issues important to our community – Improved water security and access.                              |
|  | 2.3.9 Advocate to government (in partnership with peak bodies and relevant community and industry groups) on key projects and issues important to our community – Equitable cost sharing.  |

| Strategies   | Initiatives   |
|--|---|
| 2.3 Maintain strategic partnerships, and participate with peak bodies for support and to enhance advocacy cont.  | 2.3.10 Develop and foster strategic partnerships by actively engaging with sector peak bodies such as Municipal Association of Victoria, Rural Councils Victoria and Victorian Local Government Association.                            |
|  | 2.3.11 Develop and foster strategic partnerships by actively engaging with business associations including Business for Beaufort and Advance Avoca.   |
|  | 2.3.12 Develop and foster strategic partnerships by actively engaging with industry sector bodies including Pyrenees Grape Growers and Wine makers, Visit Ballarat, Victorian Farmers Federation <del>and Cultivate Agriculture</del> . |
|  |   |
|  | 2.3.13 Develop and foster strategic partnerships by actively engaging with Regional bodies including Central Highlands Councils, Central Victorian Greenhouse Alliance and Committee for Ballarat                                       |
|  | 2.3.14 Develop and foster strategic partnerships by actively engaging with Local groups and clubs including Community Action Planning Committees, clubs and associations  |
|  | 2.3.15 Develop and foster strategic partnerships by actively engaging with issue specific lobby groups including Western Highway Action Committee and Ballarat Rail Action Committee.   |
| 2.3.16 Develop and foster strategic partnerships by actively engaging with Traditional owner groups to increase awareness of cultural heritage matters through the implementation of the Reconciliation Action Plan. |   |

### 3. Community Connection and Wellbeing

#### ***Our Vision***

*Our communities are connected, vibrant and active.*

*Our services align with community needs.*

*Communities are supported to actively plan for their future and to implement their plans.*

*The cost of services is well managed and program cost shifting is controlled.*

#### ***Strategic Objective***

We will engage with communities to provide responsive, efficient services that enhance the quality of life of residents and promote connected, active and resilient communities.



## Measures

- Increase in the levels of participation in physical activity (based on state data).
- Reduction in level of obesity (based on state data).
- The Municipal Emergency Management Plan passes external audit.
- Community Action Plans reviewed annually.
- Continue to participate in preventative health initiatives and partnerships.



| Strategies  | Initiatives   |
|---|---|
| <p>3.1 Health – Building partnerships to ensure that all residents have access to a range of preventative and health services that enhances the quality of life of our residents.</p> | <p>3.1.1 Implementation of the key priorities from the Municipal Public Health and Wellbeing plan.</p>  |
|   | <p>3.1.2 Undertake appropriate measures in response to and recovery from the COVID-19 pandemic, and as overseen by Council’s Pandemic Planning Committee.</p>                               |
| <p>3.2 Physical activity – Ensure our residents have access to facilities and programs that allow them to maintain a health and active lifestyle.</p>                                 | <p>3.2.1 Implementation of the key priorities from the recreation strategy.</p>   |
|   | <p>3.2.2 Support the participation for youth in the Western Bulldogs Foundation Leadership Program.</p>   |
|   | <p>3.2.3 Examine and implement improvements in the maintenance of ovals and hardcourts.</p>   |
| <p>3.3 Community Development – Supporting communities to build connections, capacity and resilience.</p>  | <p>3.3.1 Plan for, respond to and assist the community to build resilience and recover from natural disasters including monitor and review the Municipal Emergency Management Plan.</p>     |
|   | <p>3.3.2 Participate in the Children &amp; Youth Area Partnership.</p>  |
|   | <p>3.3.3 Participate in the Grampians Pyrenees Primary Care Partnership.</p>  |
|   | <p>3.3.4 Review Community Action Plans to inform decision making and Council priorities.</p>  |
|   | <p>3.3.5 Provide support to CAP Coordinators to maintain plans that are inclusive and reflective of the whole community.</p>  |
|   | <p>3.3.6 Maintain a list of “pipeline projects” and meet regularly with funding partners to proactively seek grants for projects that are well planned and have wide community support.</p> |
|   | <p>3.3.7 Implementation of the Act@Work Action Plan.</p>  |
|   | <p>3.3.8 Continue to promote and participate in the Communities of Respect and Equality (CoRE).</p>   |
| <p>3.4 Community Services – Increasing the liveability of our communities through the provision of efficient and responsive services.</p>   | <p>3.4.1 Investigate potential options for improved service delivery in youth.</p>  |
|   | <p>3.4.2 Investigate potential options for improved service delivery in Allied Health services.</p>   |
|   | <p>3.4.3 Investigate potential options for improved service delivery in other opportunities as they arise.</p>  |

## 4. Financially Sustainable, High-performing Organisation

### ***Our Vision***

*Our long term financial viability is managed effectively within the political environment.*

*Our workforce and contractors strive to achieve the best outcomes for the community.*

*Best value is achieved through innovation, shared services and cooperative action.*

### ***Strategic Objective***

Our organisation will respond to community needs, attend to our core business, and strive for excellence in service delivery in an ethical and financially responsible manner.

## Measures

- Our staff turnover will be maintained at industry standards.
- We will report monthly to the community on our performance in responding to Community Action Requests (CARs).
- Expenditure on training and development will be maintained at current levels (average annual budget expenditure - \$500 per FTE).
- Monitor staff satisfaction through annual staff survey.
- Lost time due to injuries will decrease.



| Strategies  | Initiatives   |
|---|---|
| <p>4.1 Continue to build and develop an engaged, responsive, accountable and capable workforce.</p>                                       | 4.1.1 Continuously improve organisational processes by reviewing and mapping two processes per year to eliminate waste and inefficiency.  |
|   | 4.1.2 Develop an annual corporate training program.   |
|   | 4.1.3 Monitor and report on our performance in responding to Customer Action Requests against agreed standards.   |
|   | 4.1.4 Implement a program to build a strong organisational culture.   |
|   | 4.1.5 Review the employee recruitment process.  |
| <p>4.2 Promote learning and growth that will facilitate change, continuous improvement, innovation and efficiency.</p>                    | 4.2.1 Undertake two service reviews per year against Best Value principles, which consider shared services, and alternative service delivery models.  |
|   | 4.2.2 Lever the benefits from the implementation of Council’s new website.  |
|   | 4.2.3 Participate in the state government annual Community Satisfaction Survey and utilise the results to inform the annual review of the Council Plan.   |
|   | 4.2.4 Implement the key recommendations of the IT Strategy encompassing the digital first methodology.  |
| <p>4.3 Provide a safe working environment through the provision of an integrated risk and OH&amp;S management system.</p>                 | 4.3.1 Implement three year internal audit plan integrated with the risk register.   |
|   | 4.3.2 Undertake two internal audits per year.   |
|   | 4.3.3 Implement Mental Health Plan for the organisation   |
|   | 4.3.4 Conduct an annual Staff Satisfaction Survey and action plan.  |
|   | 4.3.5 Monitor and report on the development of Council’s Risk Register.   |
|   | 4.3.6 Rollout and compliance with the OH&S National Assessment Compliance tool (MAV Workcare).  |
| <p>4.4 Develop our systems to support and enable our people to deliver efficient and quality services which are cost effective.</p>       | 4.4.1 Prepare and submit the annual budget to the Minister by the 30th June each year.  |
|   | 4.4.2 Review the Long Term Financial Plan incorporating the Strategic Resource Plan on an annual basis in conjunction with the development of the annual budget.  |
|   | 4.4.3 Participate with Central Highlands Councils to deliver the Rural Councils Transformation Project.   |
| <p>4.5 Ensure Council continues to meet its legal obligations as required by the Local Government Act and other acts and regulations.</p> | 4.5.1 Implement the transition provisions relating to the new Local Government Act 2020 as they relate to the Pyrenees Shire Council.   |
|   | 4.5.2 In conjunction with the VEC, ensure Council meets its responsibilities in respect of the 2020 Council elections and that the newly elected Council is sworn in and appropriately inducted as required by the Act. |

## 5. Development and Environment

### ***Our Vision***

*Avoca and Beaufort have clear visionary township plans that guide development.*

*Our rural townships and their communities have forward looking plans with their own uniqueness.*

*Our economy is growing sustainably.*

*Innovation is encouraged to identify and deliver environmental sustainability projects.*

### ***Strategic Objective***

We will undertake forward planning, and facilitate growth in our local economy while protecting key natural and built environmental values.

## Measures

- Growth in shire economic output.
- Economic growth projects supported and developed (including East Grampians Water Pipeline, Nectar Farm, Wine and Agriculture sector projects).
- Growth in number of businesses with an ABN in the municipality.
- Population growth.
- >90% planning permits processed within statutory time limits.
- Community education activity undertaken that seeks to reduce waste to landfill over the life of the Council Plan (39% waste diverted from landfill 2016/17).
- Framework plans for nine townships developed and incorporated into the Planning Scheme by December 2019.



| Strategies  | Initiatives  |
|---|--|
| <p>5.1 Provide efficient and effective land use planning, ensuring local policies within the Pyrenees Planning Scheme remain relevant and forward looking.</p>  | <p>5.1.1 Undertake planning scheme amendments to incorporate updated township plans.</p>   |
|   | <p>5.1.2 Develop and implement a strategic planning program including further Planning Scheme amendments to improve its effectiveness, and <b>Rural Land Use Strategy.</b></p>   |
| <p>5.2 Prepare and implement township framework plans to guide future development in Beaufort, Avoca, Snake Valley, Lexton, Waubra / Evansford, Landsborough, Moonambel, Amphitheatre, and Raglan, and then consider extending the planning to include other towns.</p> | <p>5.2.1 Pyrenees Futures – Work with communities to prepare / finalise township framework plans to guide future development in Beaufort, Landsborough, Moonambel, Amphitheatre, Raglan.</p>                                 |
| <p>5.3 Grow the economy by implementing the Pyrenees Shire Council Growth Strategy.</p>   | <p>5.3.1 Implement actions contained in Council’s Growth Strategy including encourage residential growth by <b>preparing a residential housing strategy for the shire and developing</b> Correa Park Estate in Beaufort.</p> |
|   | <p>5.3.2 Seek commitment from partners to deliver Moonambel Water project.</p>   |
|   | <p>5.3.3 Partner with Northern Grampians and Ararat Councils to restart the OPAN project once conditions are appropriate to do so.</p>   |
|   | <p>5.3.4 Plan for the development of the Avoca Industrial Estate.</p>  |
|   | <p>5.3.5 Work with Grampians Wimmera Mallee Water and other partners to plan for and develop the East Grampians water project and agricultural precinct.</p>   |
|   | <p>5.3.6 <b>Work with regional partners to</b> build on opportunities for growth in the agriculture sector identified in the Ballarat Region Line of Sight Project, and the Future Landscapes Project.</p>                   |
| <p>5.4 Increase the visitor economy by implementing the Pyrenees Shire Council Tourism Strategy.</p>  | <p>5.4.1 Deliver targeted initiatives to make Beaufort bypass ready, and develop it as a destination town.</p>   |
|   | <p>5.4.2 Implement actions contained in Council’s Tourism Strategy including working with tourism partners to develop and implement the Grampians Pyrenees Wine Tourism marketing plan.</p>                                  |
|   | <p><b>5.4.3 Review and implement the MOU with City of Ballarat to collaborate and grow the visitor economy.</b></p>  |



| Strategies   | Initiatives  |
|--|--|
| 5.5 Protect our environment by providing efficient and effective waste management.   | 5.5.1 Work with regional partners to implement changes to waste services in response to state and national directions.                                     |
| 5.6 Protect our environment by ensuring effective wastewater management through the implementation of the Domestic Wastewater Management Plan.   | 5.6.1 Review and implement the Pyrenees Domestic Wastewater Management Plan.   |
| 5.7 Develop and enforce appropriate Local Laws and policies to protect amenity and environmental values which are reflective of community expectations.  | 5.7.1 Implementation of Local Laws which protect amenity and environmental values.   |
| 5.8 Provide leadership by encourage sustainability initiatives in partnership with others which reduce Council’s environmental footprint, or which enable businesses and the community to increase resilience and adapt to a low carbon economy. | 5.8.1 Work with Victorian councils to implement a Power Purchase Agreement.  |
|  | 5.8.2 Work with Grampians Regional Councils to investigate opportunities to implement the Grampians Regional Renewable Energy Roadmap.                     |
| 5.9 - Support renewable energy projects in appropriate areas to sustainably grow the economy.  | <del>5.9.1 Identify and facilitate economic opportunities flowing from renewable energy developments such as Crowlands and Stockyard Hill windfarms.</del> |
|  | <del>5.9.2 Support investigation and delivery of effective sustainability projects including Local Government Energy Saver Program.</del>                  |
|  | 5.9.1 Support investigation and delivery of effective sustainability projects including Beaufort recycled water project.                                   |
|  | 5.9.2 Support investigation and delivery of effective sustainability projects including Straw to energy project.   |