

Council Plan 2021–2031



**Macedon
Ranges**
Shire Council



Bunjils nest, Reconciliation Week

Acknowledgement of Country

Macedon Ranges Shire Council acknowledges the Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung Peoples as the Traditional Owners and Custodians of this land and waterways. Council recognises their living cultures and ongoing connection to Country, and pays respect to their Elders past, and present.

Council also acknowledges local Aboriginal and Torres Strait Islander residents of Macedon Ranges for their ongoing contribution to the diverse culture of our community.

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Front cover: Woodend Children's Park

A message from the Mayor and Councillors

Collaboration with the community is a key theme throughout this Council Plan. Many of the key initiatives in the Council Plan are designed to respond to input from the community.

The Council Plan 2021–2031 will strive to achieve the community’s vision of Macedon Ranges Shire 2021–2031, and is aligned with Council’s four strategic priorities, developed through the Community Vision Assembly’s deliberative engagement process:

1. Connecting communities
2. Healthy environment, healthy people
3. Business and tourism
4. Delivering strong and reliable government.

We are proud of the way that Macedon Ranges Shire Council and the community is responding to the COVID-19 crisis, supporting one another through these challenging times. We all needed to adapt quickly to the sudden changes affecting our community.

We understand the economic and social effects the pandemic has had on people, families and groups in the shire. The pandemic has reminded us all of what really matters and it highlights the power of communities. Thank you all for your understanding, support and acts of kindness during this challenging time.

The Local Government Act 2020 has created fresh opportunities for councils to engage with their communities, and the deliberative engagement process that recently resulted from the requirements of the Act provided Councillors with community input that is comprehensive and well structured.

The deliberative engagement process is all about placing a group of residents closer to Council decision-making by building knowledge and understanding, and then working through data, options, priorities and themes that are relevant to the Community Vision and strategic plans.

While many of the strategies and ideas from the Community Vision Assembly are in line with the existing Council Plan, a large number have helped to improve and enhance the plan and our strategies.

Many other ideas put forward by the Assembly will require further evaluation, analysis and funding.

A number of the ideas put forward are outside the normal scope of operations of local government. As such, consideration will need to be given to Council’s role, and what the implications may be of expanding our current scope of operations.

While Council continues to operate in a constrained financial environment, it will refer these ideas to future budget processes for evaluation and consideration.

This ongoing conversation with the community has never been more important. We remain committed to listening to our community and responding to the diverse ideas, needs and hopes of the shire, and will do that now through broad community consultation on the updated plan.

We are also responding to other global issues. On 24 March 2021, Macedon Ranges Shire Council declared a Climate Emergency, publicly acknowledging that action is urgently required to address the causes and impacts of climate change, and to avoid irreversible disruption to society, the economy and ecosystems.

Feedback from the community told us this is a priority for our residents. Council recognises we are only one part of the solution, with the challenges around waste and recycling continuing to be major issues, and requiring collaboration from consumers, residents, industry and all levels of governments to change practices and reduce waste.

The Local Government Act 2020 is aimed at supporting a new relationship between state and local government and the community, in accordance with principles of transparency, accountability and sound financial management.

The role of Councillors in this process is to facilitate meaningful engagement with their communities by hearing the outcomes from deliberation, considering, sharing, taking on board general feedback and then making final decisions.

Central to everything we do is our drive to achieve better outcomes for the community and provide opportunities for all.



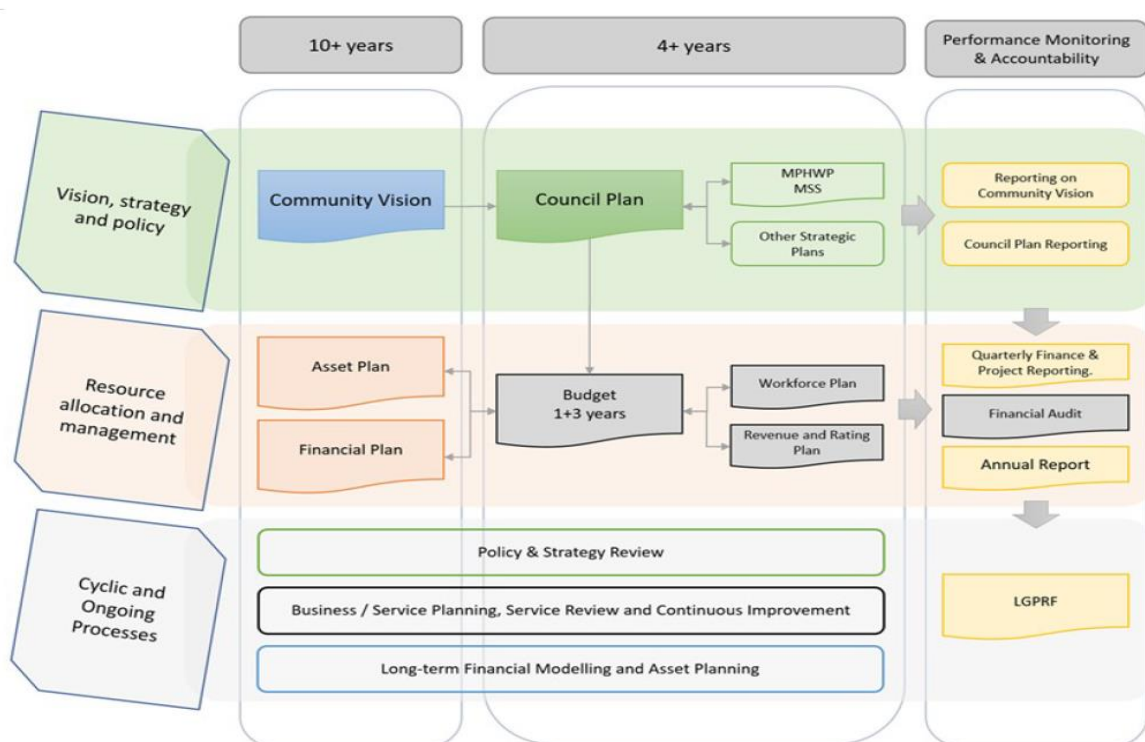
Left to right: Cr Geoff Neil, Deputy Mayor Mark Ridgeway, Cr Dominic Bonanno, Cr Janet Pearce, Cr Rob Guthrie, Mayor Jennifer Anderson, Cr Anne Moore, Cr Annette Death and Cr Bill West

What is the Council Plan?

The Council Plan is our strategic direction for the future of the Macedon Ranges Shire. It outlines our key priorities for the next four years, covering the term of the current elected Council, and supports the achievement of the Community Vision through planned objectives and strategies.

The Local Government Act 2020 introduced strategic planning principles for Victorian councils, which include an integrated approach to planning, monitoring and performance reporting. The Council Plan forms part of the core legislated elements of the Integrated Strategic Planning and Reporting Framework.

Figure 1. Integrated Strategic Planning and Framework



Source: Victoria State Government Department of Jobs, Precincts and Regions

Council regularly reports its performance in its quarterly reports, Annual Report and performance statements, which are published on the Macedon Ranges Shire Council website. Council's performance against the Local Government Performance Reporting Framework is published annually on the 'Know Your Council' Victorian Government website.

How we developed our plan

This plan was built on the following key processes:

- The current Council Plan that was developed in 2017
- Multiple years of feedback and consultation on the plan (which has resulted in limited changes)
- The 2021 deliberative engagement process with the Community Vision Assembly

Council's existing strategic priorities were used as the basis for framing the conversations that were held with the Community Vision Assembly. Strong and reliable government, as a key administrative focus, was excluded from their remit discussions, on the basis that this function supports all others and ensures appropriate compliance with our regulatory and statutory obligations.

The three remaining priorities framed comprehensive discussion, which has reaffirmed that the existing strategic priorities align well with the expectations of our community and enabled the deliberative process to provide significant input.

How we used your input

In developing the Council Plan, Council has considered:

- the existing Council Plan
- the feedback received from the Community Vision Assembly
- community needs and aspirations for the future, as expressed in the Macedon Ranges Shire's Community Vision 2021–2031
- Council's role, and organisational capacity and capability over the term of this plan.

Much of the new information used in updating the Council Plan 2021–2031 came from the deliberative engagement process we undertook with the Community Vision Assembly.

Facilitated by specialist deliberative engagement practitioners, i.e. community, the Assembly met on five occasions during March and April 2021, working together for a total of 22 hours to produce the Community Vision, and related themes and recommendations. The Assembly was provided with information from Council officers and community surveys during the process, as well as written answers to questions raised at each session.

Councillors then took time to work through the input from the Community Vision Assembly via a workshop and briefings, including hearing directly from some of the Assembly members at a Councillor briefing.

Council is committed to using the work produced by the Community Vision Assembly to inform our strategies and plans for the future of the Macedon Ranges Shire. Council is also committed to delivering the intent of the Local Government Act and Council's engagement policy, to strengthen the relationship with the community.

The broader shire community is now provided with an opportunity for formal submissions on the plan during a statutory public consultation period in July and August 2021.

Council looks forward to hearing further from the community regarding what has been developed from the deliberative process.

Our role

Our role is to provide local communities with a wide range of services, facilities and infrastructure that improve the liveability of the Macedon Ranges Shire. We work alongside state and federal levels of government to represent the needs of all residents and plan for the future.

Local government as a sector plays an important leadership role in advocating to other levels of government on a range of issues, in order to meet the needs of our communities. This includes our role at a regional level through partnerships and targeted advocacy with specific groups, such as the Central Victorian Greenhouse Alliance, Central Victorian Primary Care Partnership, and the Central Highlands Local Learning and Employment Network.

The Public Health and Wellbeing Act 2008 recognises the significant role of councils in improving the health and wellbeing of people who live, work, study and play in their municipality. This Act requires councils to develop a municipal public health and wellbeing plan every four years (within 12 months of each general election of a council). The next municipal public health and wellbeing plans are due in October 2021.

Victoria has faced major public health challenges in 2020, with bushfires, storm events and the COVID-19 pandemic, which will continue to have significant impact over the coming years. Councils will have a key role to play in supporting their communities to recover from the resulting broad-ranging social and economic impacts, while continuing to respond to the major causes of ill health.

As part of these recovery efforts, there are significant opportunities for councils to promote healthier and more sustainable communities. It is for these reasons that Macedon Ranges Shire Council has produced a four-year standalone Municipal Public Health and Wellbeing Plan in 2021.

The Disability Act 2006 requires all councils to have a Disability Action Plan, as prescribed in the Commonwealth Disability Discrimination Act 1992.

The Disability Action Plan needs to focus on:

- reducing barriers to people with disabilities accessing goods, services and facilities
- reducing barriers to people with disabilities obtaining and maintaining employment
- promoting inclusion and participation in the community for people with disabilities
- achieving tangible changes in attitudes and practices that discriminate against people with disabilities.

The Disability Action Plan has previously been embedded in the Council Plan. Council is committed to working alongside our community to create a place where people of all ages and abilities can achieve optimal health and wellbeing.

Council has developed a four-year standalone Disability Action Plan in 2021, to align with the standalone Municipal Public Health and Wellbeing Plan 2021–2025.

Our framework

The community's vision for Macedon Ranges Shire Council has been developed by the Community Vision Assembly. It forms part of Council's strategic planning framework, guiding future planning across the shire, considering both short-term and long-term priorities that shape this Council Plan, as well as the annual four-year projected budget and 10-year Financial Plan.

Council looks forward to working alongside the community and external partners to work towards the community's vision for Macedon Ranges Shire Council.

The Community Vision statement

As voiced by our community to shape our shire's future:

With our unique regional identity, Macedon Ranges Shire embodies a caring, resilient approach to community through our robust local economy, protection of the natural environment and a collaborative commitment to inclusivity for all.

The Community Vision Assembly developed three community vision themes, which we have used to shape this Council Plan, along with delivering strong and reliable government.

Further details on the Community Vision can be found on Council's website or by contacting Council on (03) 5422 0333.

Figure 2. Community Vision Assembly's Vision Statement and themes



The Community Vision becomes the plan

Our Council Plan has been developed to improve four key outcomes for Macedon Ranges Shire Council. The Council Plan brings together the themes of Council's Community Vision Assembly and links the themes to the strategic objectives of the Council Plan. This Council Plan is a new plan required to be prepared under the Local Government Act 2020. Councillors have recognised a number of strategic objectives that will enable them to serve the community during the current Council's four-year term.

Our strategic priorities describe what we will focus our resources towards to ensure we achieve our strategic objectives.

Annual actions are identified and linked to a strategic priority, and resources are allocated annually to achieve the actions.

Finally, at year-end, our actions are measured against what was set out to be undertaken during the prior 12 months. This process forms part of our key performance indicators (KPIs).

The Council Plan process is represented in the graphic below.



Bike riders in autumn

Strategic objectives

Community Vision – themes

Council Plan – strategic objectives

Connecting communities

A connected community is where people have access to the services they need and are empowered to contribute, creating a sense of belonging.

Our community is diverse and has a range of needs. We need to ensure we are addressing all of them. We also need to bridge any gaps between Council actions and community expectations.

We will maintain our built environment – including roads, paths, buildings, open space and other assets – in a fiscally, environmentally and socially sustainable way. This includes effective land-use planning, which has a direct impact on the liveability of our shire.

We will provide support for volunteers, community groups and organisations in recognition of their work in contributing to social connections.

Healthy environment, healthy people

The community prioritises the protection of the natural environment and recreational facilities. There is also strong community support for initiatives to minimise our shire's impact on the earth and its resources.

Resilient communities and robust economies rely entirely on a healthy environment.

We will contribute to positive health and wellbeing in our community by proactively supporting mental health, the prevention of violence against women, healthy lifestyles for all ages and abilities, social connection and inclusion, community safety, and arts and culture.

We will protect our natural environment through proactive environmental planning, advocacy and policy to address climate change, support biodiversity and enhance water catchment quality. The Macedon Ranges Shire declared a Climate Emergency in 2021.

We will take action to reduce waste in order to protect public health and the environment.

Business and tourism

Business and tourism is about prioritising and promoting the people, resources, services and our regional identity to ensure economic growth.

Economic development is crucial for the continued growth of the economy of the Macedon Ranges Shire.

We will foster economic vitality in a way that promotes positive individual and community health outcomes, including business diversity, housing, transport, information and communication technology, and employment options. Investment attracted to the shire will be consistent with the community vision.

Deliver strong and reliable government

While this was not part of the Community Vision Assembly's discussions, it is a requirement of Council's responsibility under the Act.

We will demonstrate the qualities of good governance, including a clear vision and culture, transparency, respect, consistency, accountability and responsiveness.

Strategic priorities

Strategic objectives	Strategic priorities
Connecting communities	<ul style="list-style-type: none"> • Improve connectivity and movement, and provide transport choices to the community, including walking trails and bike paths • Integrate land-use planning, and revitalise and protect the identity and character of the shire • Provide well-designed, fit-for-purpose, multi-use open spaces and infrastructure for the community to connect, engage and participate in a financially sustainable way • Target community needs through development programs and grants • Continue to deliver improved outcomes for and recognition of our First Nations People • Promote a more inclusive community by supporting community groups and vulnerable groups • Explore opportunities for affordable and social housing in the shire
Healthy environment, healthy people	<ul style="list-style-type: none"> • Protect the natural environment and enhance biodiversity • Lessen the severity of climate change through actions that enable Council and the community to reduce greenhouse gas emissions • Improve the quality of recycling, minimise the generation of waste and establish alternatives to landfill disposal • Provide opportunities to experience open space and bushland reserves • Improve the management of water, including flooding risk, water quality of creeks and waterways, and the efficient use of water • Maintain systems and capacity to manage and respond to emergency events • Encourage active and healthy lifestyles for people of all ages and abilities • Engage families to promote the importance of early childhood education and health • Support our community to ensure better access and connection for facilities and services • Assist to improve mental wellbeing within the community
Business and tourism	<ul style="list-style-type: none"> • Encourage economic vitality (including tourism, agribusiness and local employment options) • Support local industry sectors that align with our vision and strategies • Support small business and the local economy • Engage with emerging technology solutions and initiatives to increase the liveability of the shire
Deliver strong and reliable government	<ul style="list-style-type: none"> • Ensure sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services • Enhance strategy, policy and plan development, and identify alignment to allow for prioritisation of services that are efficient, well planned, accessible and meet community needs • Lead advocacy engagement and enhance relationships with all tiers of government and key stakeholders • Enhance customer experience through the transformation of our services to ensure they are easy to access, and provide seamless transactional and interactional experiences • Support transparent and evidence-based decision making through sharing Council data and clear reporting on our measures of success to the community

Strategic objective 1. Connecting communities

We will maintain our built environment – including roads, paths, buildings, open space and other assets – in a fiscally, environmentally and socially sustainable way. This includes effective land-use planning, which has a direct impact on the liveability of our shire.

We will provide support for volunteers, community groups and organisations in recognition of their work in contributing to social connections.

Four-year strategic priorities	What we will do in 2021/22	Council role
Improve connectivity and movement, and provide transport choices to the community, including walking trails and bike paths	<ul style="list-style-type: none"> Continue to improve continuous accessible paths of travel to key destinations, such as recreation and community facilities, through the funding of the Footpath Construction Program Continue the delivery of the Macedon Ranges Shared Trails project Advocate to the Victorian Government for improvements to bus and rail public transport services Develop and adopt an Asset Plan to meet the requirements of the Local Government Act 2020 Undertake the Woodend corridor study to investigate the movements of pedestrians, cyclists and vehicles within Woodend's main road corridor, identifying areas of concern and possible solutions 	<p>Deliver</p> <p>Deliver Advocate</p> <p>Deliver</p> <p>Deliver</p>
Integrate land-use planning, and revitalise and protect the identity and character of the shire	<ul style="list-style-type: none"> Progress the Kyneton Town Centre Urban Design Framework to Council for decision, and consider implementation into the Macedon Ranges Planning Scheme Progress the Gisborne Structure Plan incorporating the Neighbourhood Character Study and Town Centre Urban Design Framework Plan to Council for decision and consider implementation into the Macedon Ranges Planning Scheme Progress the Romsey Structure Plan to Council for decision, and consider implementation into the Macedon Ranges Planning Scheme Progress the Planning Scheme Amendment to incorporate the heritage study for Woodend, Lancefield, Macedon and Mount Macedon into the Macedon Ranges Planning Scheme Enhance planning protection of the shire's heritage assets. The Macedon Ranges Shire Thematic Environmental History will guide Council's strategic approach to identifying and protecting the shire's heritage, done systematically, within a contextual understanding of land-use development over time Progress the review of Council's Developer Contributions Plans (Gisborne and Romsey) and consider any future changes to the Macedon Ranges Planning Scheme recommended by its findings 	<p>Deliver</p> <p>Deliver</p> <p>Deliver</p> <p>Deliver</p> <p>Deliver</p> <p>Deliver</p>

Four-year strategic priorities	What we will do in 2021/22	Council role
Provide well-designed, fit-for-purpose, multi-use open spaces and infrastructure for the community to connect, engage and participate in a financially responsible way	<ul style="list-style-type: none"> Progress the development of a new Open Space Strategy and consider implementation into the Macedon Ranges Planning Scheme Commence construction on stage 1 of the Macedon Ranges Regional Sports Precinct project and continue advocacy for funding towards future stage delivery Deliver the annual capital works program Update the Kyneton Showground precinct Master Plan Update the Romsey Sports precinct Master Plan Commence the Macedon Ranges skate park strategy Continue implementation of the funded Romsey Ecotherapy Park. Deliver stage 2 and 3 projects with Regional Development Victoria and the community 	<p>Deliver</p> <p>Deliver/advocate</p> <p>Deliver</p> <p>Partner/deliver</p> <p>Partner/deliver</p> <p>Partner/deliver</p> <p>Deliver</p>
Target community needs through development programs and grants	<ul style="list-style-type: none"> Engage and consult with the community, groups and organisations to better understand community needs and program design Promote community centres and their programs Continue Council's grants programs Build connections between volunteers and volunteer organisations Promote the library programs of the Goldfields Library Corporation to engage the community Review Council's role in supporting playgroups and toy libraries, and develop opportunities to strengthen the connections between users of early years and maternal and child health programs Explore the development of a youth projects funding program to support young people applying to Council for community funding 	<p>Facilitate</p> <p>Deliver</p> <p>Deliver</p> <p>Facilitate</p> <p>Partner/deliver</p> <p>Deliver</p> <p>Deliver</p>
Continue to deliver improved outcomes for and recognition of our First Nations People	<ul style="list-style-type: none"> Advance Indigenous reconciliation through working with First Nations People on the implementation of Council's Reconciliation Action Plan Celebrate and participate in National Reconciliation Week by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander Peoples and other Australians Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy that is integrated into Council's Learning and Development Strategy 	<p>Partner/deliver</p> <p>Partner/deliver</p> <p>Deliver</p>

Four-year strategic priorities	What we will do in 2021/22	Council role
Promote a more inclusive community by supporting community groups and vulnerable groups	<ul style="list-style-type: none"> Continue to support targeted initiatives for young people of diverse backgrounds that enable them to express their identities, such as raising the Rainbow Flag on International Day Against Homophobia, Biphobia, Intersexism and Transphobia Continue to demonstrate leadership in advancing gender equality through the implementation of Council's Gender Equality Action Plan, including delivery of year one actions Construct a designated modular change room at the Gisborne Aquatics Centre, which will enable Council to meet Child Safe requirements, and improve service provision and accessibility Provide referral services through our Neighbourhood House programs and increase funding for 2021/22 	<p>Deliver</p> <p>Deliver</p> <p>Deliver</p> <p>Partner</p>
Explore opportunities for affordable and social housing in the shire	<ul style="list-style-type: none"> Prepare a social and affordable housing policy Work with the Victorian Government to increase supply of affordable housing, including social housing, in the shire Commit to participating in the development and, where relevant, the implementation of the Loddon Mallee Regional Housing Action Plan 	<p>Deliver</p> <p>Advocate/partner</p> <p>Partner</p>



MRSC Youth Awards 2019

Strategic objective 2. Healthy environment, healthy people

We will contribute to positive health and wellbeing in our community by proactively supporting mental health, the prevention of violence against women, healthy lifestyles for all ages and abilities, social connection and inclusion, volunteers, community safety, and arts and culture.

We will protect our natural environment through proactive environmental planning, advocacy and policy to address climate change, support biodiversity and enhance water catchment quality. The Macedon Ranges Shire declared a Climate Emergency in 2021.

We will take action to reduce waste in order to protect public health and the environment.

Four-year strategic priorities	What we will do in 2021/22	Council role
Protect the natural environment and enhance biodiversity	<ul style="list-style-type: none"> Progress action items in the biodiversity strategy Continue the healthy landscapes for healthy livestock project Finalise the review of the Hanging Rock Environmental Management Plan and commence implementation of priority actions Finalise the Roadside Conservation Management Plan that aims to enhance the conservation value of Council-managed roadsides, while mitigating fire risk and maintaining road safety Protect, preserve and enhance bushland and biodiversity 	Deliver Deliver Deliver Deliver Deliver
Lessen the severity of climate change through actions that enable Council and the community to reduce greenhouse gas emissions	<ul style="list-style-type: none"> Review and adopt Council's Environment Strategy Implement a suite of environmental upgrades to Council buildings to enhance energy efficiency and environmental performance Replace all remaining standard street lights with energy-efficient lights through the Central Victorian Greenhouse Alliance Lighting the Regions Project Continue delivery of a program of community climate change action plans across the shire's townships Research ways for Council to support the use and uptake of electric vehicles across the shire 	Deliver Deliver Deliver Deliver Facilitate/deliver
Improve the quality of recycling, minimise the generation of waste and establish alternatives to landfill disposal	<ul style="list-style-type: none"> Commence implementation of actions to phase out single-use plastics, based on the audit findings and action plan Actively promote the use of reusable nappies through the Maternal and Child Health Service Commence the implementation of the actions identified in the Waste Management and Resource Recovery Strategy 2021–2026 Decrease tonnes of waste to landfill per capita 	Deliver Facilitate/deliver Deliver/partner Deliver

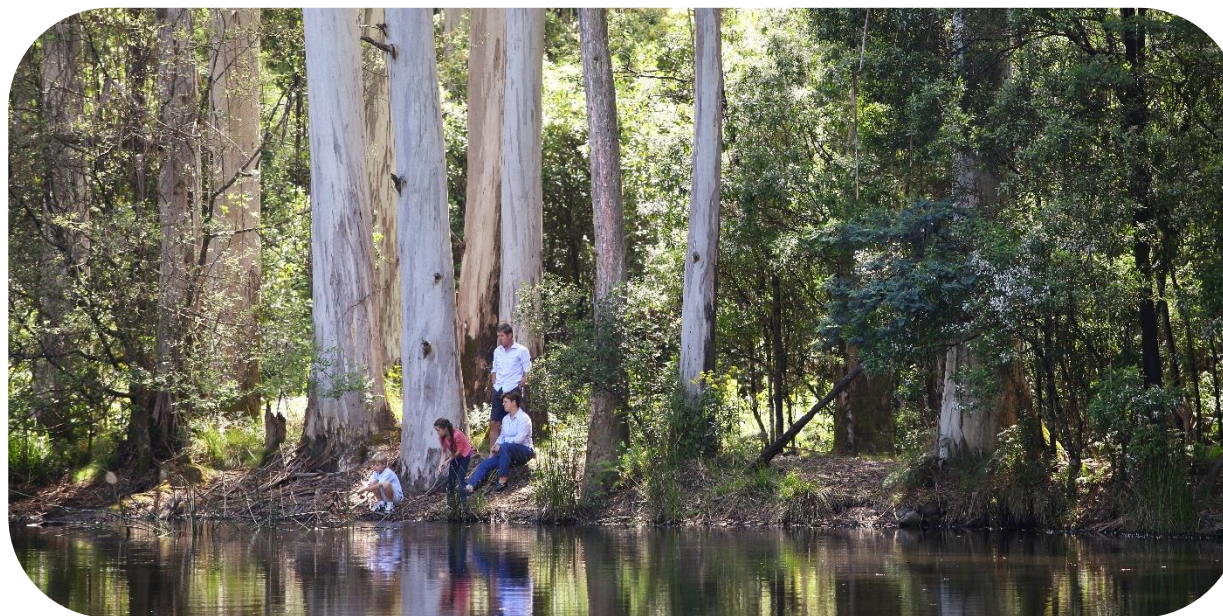
Four-year strategic priorities	What we will do in 2021/22	Council role
Provide opportunities to experience open space and bushland reserves	<ul style="list-style-type: none"> • Work towards amending the Planning Scheme to introduce new policy and planning controls to implement the Significant Landscapes Study • Commence implementation of recommended master plan actions at the Gisborne, Kyneton and Malmsbury Botanic Gardens, including the delivery of an entry garden (western entrance) at the Gisborne Botanic Gardens • Riddells Creek Street tree planter boxes – determine a solution to retain the existing trees while providing new planter boxes developed with a different construction methodology 	<p>Deliver</p> <p>Deliver</p> <p>Deliver</p>
Improve the management of water, including flooding risk, water quality of creeks and waterways, and the efficient use of water	<ul style="list-style-type: none"> • Commence priority waterway restoration works that implement adopted waterway environmental plans, which includes completing the master plan of the Woodend Five Mile Creek, and continued delivery on the implementation of the Romsey Five Mile Creek Master Plan • Continue the water conservation works program 	<p>Deliver</p> <p>Deliver</p>
Maintain systems, capacity and capability to manage, respond to and lead recovery after emergency events	<ul style="list-style-type: none"> • Monitor and mitigate key emergency risks • Leverage partnerships with key agencies and community groups to improve response to and recovery from emergency events • Contribute to Municipal Emergency Management Planning • Learn from emergency management response to improve future responses 	<p>Deliver</p> <p>Facilitate/partner</p> <p>Facilitate/partner</p> <p>Partner</p>



Woodend outdoor pools

Four-year strategic priorities	What we will do in 2021/22	Council role
Encourage active and healthy lifestyles for people of all ages and abilities	<ul style="list-style-type: none"> Optimise accessibility and usage of open space and facilities through a program of development and renewals for open space, playgrounds and sporting infrastructure Work in partnership with health, education and community organisations, including sporting clubs and community groups, to enhance opportunities for improved health, and participation in passive and active recreation Adopt the Municipal Public Health and Wellbeing Plan 2021–2025 Adopt the Disability Action Plan 2021–2025 Continue to deliver the actions for Elevate – Council's Youth Strategy 2018–2028 Facilitate/partner with health service providers within the community Participate in the Healthy Heart of Victoria initiative to improve health and wellbeing outcomes in Macedon Ranges and advocate for ongoing funding 	<p>Deliver</p> <p>Partner</p> <p>Deliver</p> <p>Deliver</p> <p>Partner</p> <p>Deliver</p> <p>Facilitate/partner</p>
Engage families to promote the importance of early childhood education and health	<ul style="list-style-type: none"> Work with the Department of Education to support current education reforms, such as the rollout of three-year-old kindergarten in the Macedon Ranges Shire and School Readiness Funding. Provide and support access to quality kindergarten programs across the shire Improve social connection for children and families with barriers to social engagement Deliver the first-year actions for Council's Early Years Plan – CREATE Strengthen municipal planning of early years' services Explore feasibility of Macedon Ranges becoming a child friendly community Continue to deliver maternal and child health, and early childhood services and programs, including immunisation and supported playgroups 	<p>Facilitate/partner</p> <p>Deliver</p> <p>Facilitate</p> <p>Deliver</p> <p>Facilitate/partner</p> <p>Facilitate</p> <p>Deliver</p>
Support our community to ensure better access and connection for facilities and services	<ul style="list-style-type: none"> Continue to monitor the implication of aged care reform on Council's role in supporting older people Become members of the Every Age Counts coalition and take the pledge to address ageism Advocate for access to health services locally 	<p>Deliver</p> <p>Partner</p> <p>Facilitate/partner</p>

Four-year strategic priorities	What we will do in 2021/22	Council role
Assist to improve mental wellbeing within the community	<ul style="list-style-type: none"> • Continue to increase community awareness and resilience in relation to mental health through initiatives such as Live4Life • Support and promote mental health by continued training of mental health first aid sessions through Live4Life and the Older Person Mental Health First Aid course • Work with Commonwealth and state governments to advocate for the establishment of a youth mental health service in the Macedon Ranges Shire • Continue to support phase 2 of Sunbury and Cobaw Community Health's Human Code project through the Healthy Masculinities Partnership Grant • Continue delivering Live4life in secondary schools and the wider community across the shire • Develop and deliver a primary school-based mental health and wellbeing model for grade 5 and 6 students across the shire 	<p>Facilitate</p> <p>Facilitate/deliver</p> <p>Partner</p> <p>Partner</p> <p>Partner</p> <p>Deliver</p>



Sanatorium Lake, Mount Macedon

Strategic objective 3. Business and tourism

We will foster economic vitality in a way that promotes positive individual and community health outcomes, including business diversity, housing, transport, information and communication technology, and employment options. Investment attracted to the shire will be consistent with the community vision.

Four-year strategic priorities	What we will do in 2021/22	Council role
Encourage economic vitality (including tourism, agribusiness, buy local and local employment options)	<ul style="list-style-type: none"> • Subject to Council adoption, commence implementation of actions contained in Year 1 of Council's Economic Development Strategy • Progress the Events Strategy 2021–2025, including development of the Autumn Festival • Progress the Rural Land Use Strategy (incorporating the 'In the Farming Zone Strategy') to Council for decision • Continue delivering actions from the Arts and Culture Strategy 2018–2028 	Implement/Facilitate Deliver Deliver Deliver
Support local industry sectors that align with our community vision and strategies	<ul style="list-style-type: none"> • Continue to support local business and tourism associations (BATAs) and industry-sector peak bodies, and look to have geographic and industry-sector coverage • Continue to increase the engagement of the business community with the Macedon Ranges Shire Council Business Awards • Continue to provide a package of support measures for the community and local businesses to assist the shire's recovery from the COVID-19 pandemic 	Partner Deliver Deliver
Support small business and the local economy	<ul style="list-style-type: none"> • Deliver obligations under Small Business Friendly Charter: <ul style="list-style-type: none"> • Deliver 14-day payments to local suppliers • Engage with businesses • Streamline business applications • Help set up and support local business networks • Support the local economy by encouraging procurement to be undertaken locally 	Deliver Facilitate
Engage with emerging technology solutions and initiatives to increase the liveability of the shire	<ul style="list-style-type: none"> • Advocate for improved communications infrastructure 	Advocate

Strategic objective 4. Deliver strong and reliable government

We will demonstrate the qualities of good governance, including a clear vision and culture, transparency, respect, consistency, accountability and responsiveness.

Four-year strategic priorities	What we will do in 2021/22	Council role
Ensure sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services	<ul style="list-style-type: none"> Develop and implement a new Risk Strategy and Strategic Risk Register Develop and implement a new procurement policy (for adoption by or before 31 December 2021) Regularly review and update long-term financial and infrastructure planning to guide our budget decisions to ensure they are responsible and sustainable Deliver a new project management framework and software for delivery of capital work projects 	Deliver Deliver Deliver Deliver
Enhance strategy, policy and plan development, and identify alignment to allow for prioritisation of services that are efficient, well planned, accessible and meet community needs	<ul style="list-style-type: none"> Develop and adopt a Workforce Plan to meet the requirements of the Local Government Act 2020 Continue to identify and implement agreed actions from employee surveys Provide appropriate training and development of staff to ensure continuous improvement and access to the required skills Support and resource the effective operation of Council's Audit and Risk Committee Develop and adopt a suite of new governance related policies and procedures as required by the Local Government Act 2020 	Deliver Deliver Deliver Deliver Deliver
Lead advocacy engagement and enhance relationships with all tiers of government and key stakeholders	<ul style="list-style-type: none"> Actively participate in community and government networks and regional alliances Establish a Child and Family Services Network 	Partner/facilitate Partner/facilitate
Enhance customer experience through the transformation of our services to ensure they are easy to access and provide user-friendly experiences	<ul style="list-style-type: none"> Review Council's Complaints Handling Policy to ensure a flexible approach that assists people with varying abilities to outline their concerns in a variety of ways Develop and implement the Customer Experience Strategy Develop and implement the Community Engagement Framework Pilot web chat software to enhance the customer experience Improve our digital platforms, ensuring they are fully accessible for all residents and ratepayers 	Deliver Deliver Deliver Deliver Deliver
Support transparent and evidence-based decision making through sharing Council data and clear reporting on our measures of success to the community	<ul style="list-style-type: none"> Ensure compliance with legislative external reporting and disclosure obligations, and ensure internal reporting frameworks are delivered to demonstrate transparency to the community Strengthen community engagement practice and relationships with the implementation of a Community Engagement Policy and procedures 	Deliver Deliver

How we will measure success

Strategic indicators provide Council with measures to monitor how we are progressing towards our outcomes. Council's level of influence over the result of each measure is shown, as often Council does not control the results, but seeks to influence with advocacy, partnerships and the community.

Connecting communities	If we are successful, we will see:	Outcome measures
	Delivery of the annual footpath construction program	Delivery of minimum 80% of the projects included in the 2021/22 budget are completed
	Delivery of the Woodend corridor study	Study to be completed and actions identified for future budget consideration
	Development and endorsement of the Asset Plan	Delivery of a compliant and endorsed Asset Plan in accordance with the Local Government Act 2020 by 30 June 2022
	Delivery of the annual capital works program	Delivery of a minimum of 70% of the annual capital works program, with a stretch target of 80% by 30 June 2022
	A finalised Gender Equality Action Plan	Gender Equality Action Plan to be adopted by Council
	An event to be hosted in support of raising the Rainbow Flag on International Day Against Homophobia, Biphobia, Intersexism and Transphobia	Event is hosted and the Rainbow Flag is raised in recognition of International Day Against Homophobia, Biphobia, Intersexism and Transphobia
	The Reconciliation Action Plan finalised and launched	Host event to celebrate and acknowledge the Reconciliation Action Plan
Healthy environment, healthy people	If we are successful, we will see:	Outcome measures
	A reduction in Council's corporate net-zero emissions	Council emissions in 2021/22 will reduce from the previous year
	A decrease in tonnes of waste with an increase in kerbside collection waste diverted from landfill per capita	An increase in the percentage of waste diverted from landfill
	A finalised Hanging Rock Environmental Management Plan	Hanging Rock Environmental Management Plan to be adopted by Council
	A finalised Roadside Conservation Management Plan	Roadside Conservation Management Plan to be adopted by Council
	Delivery of mental first aid training throughout the year	Deliver one training session per quarter, subject to COVID-19 restriction

Business and tourism	If we are successful, we will see:	Outcome measures
	Council continuing to meet with business networks	Hold at least four meetings during the year
	A commitment to being a small business friendly Council	Implement goals of the Small Business Friendly Charter within 12 months
	Delivery of the Autumn Festival	Increase in business and community events registered as part of the festival

Deliver strong and reliable government	If we are successful, we will see:	Outcome measures
	Council continuing to meet the requirements of the Local Government Act 2020	Implement a new Procurement Policy by 31 December 2021 Adopt a new Council Plan 2021–2031 by 31 October 2021 Monitor and report on the Council Plan actions each quarter Adopt the Financial Plan 2021–2031 by 31 October 2021 Adopt the Community Vision 2021–2031 by 31 October 2021
	A review of Council policies and frameworks	Implement a new Risk Strategy and Risk Register Adopt a revised Complaints Handling Policy
	Our staff completing relevant training to ensure continuous improvement	100% of Council staff complete online training
	The implementation of the Community Engagement Framework that will strengthen community engagement practice and consultation with the community	Increase in community satisfaction with community consultation and engagement Develop and implement the Community Engagement Framework

Evaluation and reporting

Our Council Plan 2021–2031 consists of a range of actions that will contribute to the achievement of our priorities and vision.

The Action Plan shows only a small part of what we will do in the coming year, with many other activities contributing to achieving the Macedon Ranges Shire Community Vision 2021–2031.

Council regularly reports its performance in its quarterly reports, Annual Report and performance statements, which are published on the Macedon Ranges Shire Council website. Council's performance against the Local Government Performance Reporting Framework is published annually on the 'Know Your Council' Victorian Government website.

It is the role of the Mayor to ensure that Council reports, at least once a year, on the implementation of this Council Plan. We commit to communicating our progress, both positive and negative, to the community through our many communication channels, including media releases, our website and social media.



V/Line railway heading towards Woodend Station

Strategic planning principles

The Local Government Act 2020 contains a number of key requirements in Section 89 regarding the need for a Council Plan to be prepared in accordance with the outlined strategic planning principles. The following summary outlines the correlation between those principles and this Council Plan.

In terms of needing an integrated approach to planning, the Council Plan has been updated to reflect the new Community Vision, which was developed through a deliberative engagement process by the Macedon Ranges Community Vision Assembly. The Assembly's vision and themes have been incorporated into this document. In addition, a number of the strategies that the Assembly developed have either been incorporated into the Council Plan as new items, or have enhanced existing strategies.

In developing an integrated approach between the outputs from the deliberative engagement process and the key strategic documents of Council, it became evident that many of the goals identified in this process could not be achieved without effective correlation with the Budget document. This key strategic document outlines the funds that will be made available to deliver outcomes, and many of the ideas out of the Community Vision Assembly will require further assessment, evaluation, prioritisation and funding before they can progress.

To ensure there is integration, those items are included as a separate section of this Council Plan for consideration in future budget processes when funds are allocated.



Romsey Ecotherapy Park

Outlined within the next section of this Council Plan are those items that will require further evaluation in regards to the resources required for their effective implementation. The Community Vision Assembly has developed some ideas that Council is not currently resourced to deliver.

In order to ensure clarity and transparency regarding those items, they are identified within this document for future consideration. This will ensure that matters relating to the resources required for their effective implementation can be taken into account and funding requirements identified, before they are considered for progression.

The ideas of the Community Vision Assembly that cannot be completed without additional resources need to be further evaluated and considered, in order to ensure that resources can be allocated and those ideas are not constrained by other factors.

The separate identification of these ideas and their referral to Council for further evaluation allows for other matters to be considered, such as alignment or otherwise with legislation and existing policy, constraints to delivery, and the role already played by others in helping deliver outcomes for our community.

A Community Vision Assembly idea may transform from seeking Council to be initially responsible, to working with existing partners and/or advocating for an outcome from another organisation.

This Council Plan contains a number of specific actions for which monitoring of their progress will occur in Council's quarterly report.

Consistent with Council's past practice, it is also intended to review the Council Plan annually to ensure annual actions are reviewed and set, and that strategies can be conferred to be in line with any changing circumstances.

Resources are provided by Council each year to ensure business-as-usual activities continue and to deliver new initiatives that are specifically highlighted for funding.

Therefore, where an idea is outside the capacity of current organisational resources, consideration will need to be given to prioritising that idea within the financial constraints that exist.

There are not unlimited funds for new initiatives as Council is largely reliant on revenue from rates, which are restricted by a rate cap.



Children playing at Riddells Creek Kindergarten

Community Vision Assembly

focus ideas for future evaluation

Consistent with Section 90 of the Local Government Act 2020, the Council Plan must be reviewed in accordance with its deliberative engagement practices. This Council Plan reflects the outcomes of the deliberative engagement process that has been conducted, and integrates the vision and themes of the Community Vision Assembly.

It also reflects the Assembly's strategies, and seeks to enhance and reinforce the existing strategies in the Council Plan.

Council needs to ensure that what we set out to achieve is able to be resourced, and continues to reflect priorities as external and internal factors change.

The following are ideas of the Assembly that will be considered in future annual action plans of the plan. Those ideas that could not be completed within Council's existing resources are outlined below, both for the purpose of transparency, and for referral to future processes that evaluate and then provide funding for the delivery of those outcomes.

Connecting communities

- Implement local transport options for towns not currently serviced (such as similar to Gisbus and Woodend Flexiride)
- Greater consideration to the connection of developments to existing community services and infrastructure, given the increase in population in the coming decades
- Signage for amenities to aid different demographics of the community
- Cycling pathways, outdoor exercise equipment, sporting facilities, signage with distance and approximated timeframes, and gradients for all walking trails, making them accessible for everyone
- Ensure amenities are immaculate

Healthy environment, healthy people

- Greater commitment to community health programs and initiatives
- Access to health services locally for those who can't afford it
- Better connection between services (include 24 hours) and Council as a conduit (for example, for domestic violence)
- Reduce the stigma associated with mental ill-health, suicide and suicide prevention, making it easier for people to seek help and support, especially concentrating on the impact of COVID-19
- Respond to socioeconomic disadvantage and equity
- 'Diversity' will come from equitable processes, such as mandatory inclusion of low-cost housing and community facilities, and upgrades to public transport in all new housing estate developments
- Services to address mental health issues
- Mental health connection to our economic groups of where we go for that financial assistance – how do we get the messaging out?
- Prioritise car-use reduction through an inter-town and intra-town network of safe walking and cycling tracks, and effective, easy and cheap public transport

- Consideration of innovative closed-loop resource use (for example, the local biodiesel facility using waste oil from within the region to produce fuel)
- Regulations for new developments, such as a 7-star rating, in the planning process
- New subdivisions to include the capacity for solar
- Council to provide native plants (bird/bee/butterfly attractants) for local residents to plant at home
- Continue the focus on Biolinks revegetation with greater investment required
- Defined walking and cycling trails to protect the surrounding environment within flora and fauna areas
- Emissions from agriculture/livestock or potential resource recovery (for example, could proactively work with a university for cattle CO2 methane reduction or reuse as an energy source)
- Prioritise solar and wind power
- Protection against urban sprawl development on large farming areas
- A clear concise environment plan (long term)
- Achieve 100% renewable energy by Council, residents and business
- Council to transition to electric transport by 2030 and implement an electric vehicle policy for all operators in the shire

Business and tourism

- Local online shopping interface promoted and managed by Council
- Showcase local produce, products and services within and beyond the region
- In lieu of outdated business awards, fortnightly spotlight on local businesses, community groups and individuals, to showcase local activity. This could be online, but also in local print media, including small-town-specific publications and in local community facilities, such as the library
- Reduce friction between Council and the business community by reducing red tape, permits and fees, and simplifying processes
- A business directory
- Provide resources and facilities for small businesses, such as a tool library and training
- Council should facilitate innovation and development, without the pressure to invent them itself
- Community-led and driven activities to engage residents and encourage a local focus with support of Council (for example, waiving venue hire fees)
- Attracting diverse industries (and their jobs) to the region through incentives, including a reduction in bureaucracy and offering rated deductions over the first few years
- Council should audit developments prior to approval to see if development really 'needs' to be approved (for example, are they fit for purpose, and why approve development for four shops when there are already nine empty shops?)
- Blueprint developments – communication of what's needed, and better access to development applications and information

Deliver strong and reliable government

- Community-triggered review of Council decisions, more deliberative engagement

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