

Shaping **The Ranges**

2025-2035

Year Two Action Plan and Indicators



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, present and emerging.

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

Artwork by Taungurung artist Maddi Moser. Artwork used with permission.

The artwork featured on this page was created by Maddi Moser; a Taungurung artist, designer and secondary school teacher. Maddi currently works as a teacher and runs her own design and photography business. She now resides in Townsville but has lived the majority of her life in Swan Hill and Albury Wodonga, both towns having close ties to the Murray River, a theme reflected in her artworks.

Maddi uses her background in design to create art in a modern and unique style that helps to continue and celebrate her cultural heritage.



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Cover image Black Hill Kyneton



Image Kyneton

Overview

This document presents the Year Two Action Plan (2026–2027) for *Shaping the Ranges 2025–2035* (the Plan) and the indicators we will use to monitor how we are progressing towards achievement of the strategic objectives within the Plan. *Shaping the Ranges* is Council’s key strategic document that brings together the Community Vision, Council Plan, Municipal Public Health and Wellbeing Plan (MPHWP), and Disability Action Plan (DAP).

Under the *Local Government Act 2020*, a Council must develop or review a Council Plan and adopt the plan by 31 October in the year following a general election. Following the Council election in 2024, *Shaping the Ranges 2025–2035* was adopted on 22 October 2025.

Each year, Council must update the actions that will be undertaken to achieve the priorities and objectives of the Council Plan. With the integrated approach of *Shaping the Ranges*, these annual updates also include actions that advance the MPHWP and DAP.

The Plan sets out the actions to be delivered in the second year of *Shaping the Ranges*. It has been developed from:

- Ongoing actions from the Year 1 action plan.
- Consideration of new actions based on feedback from the community, councillors and officers in progressing our services to the community and continuous improvement.
- Consideration of Council’s role, organisational capacity and capability.

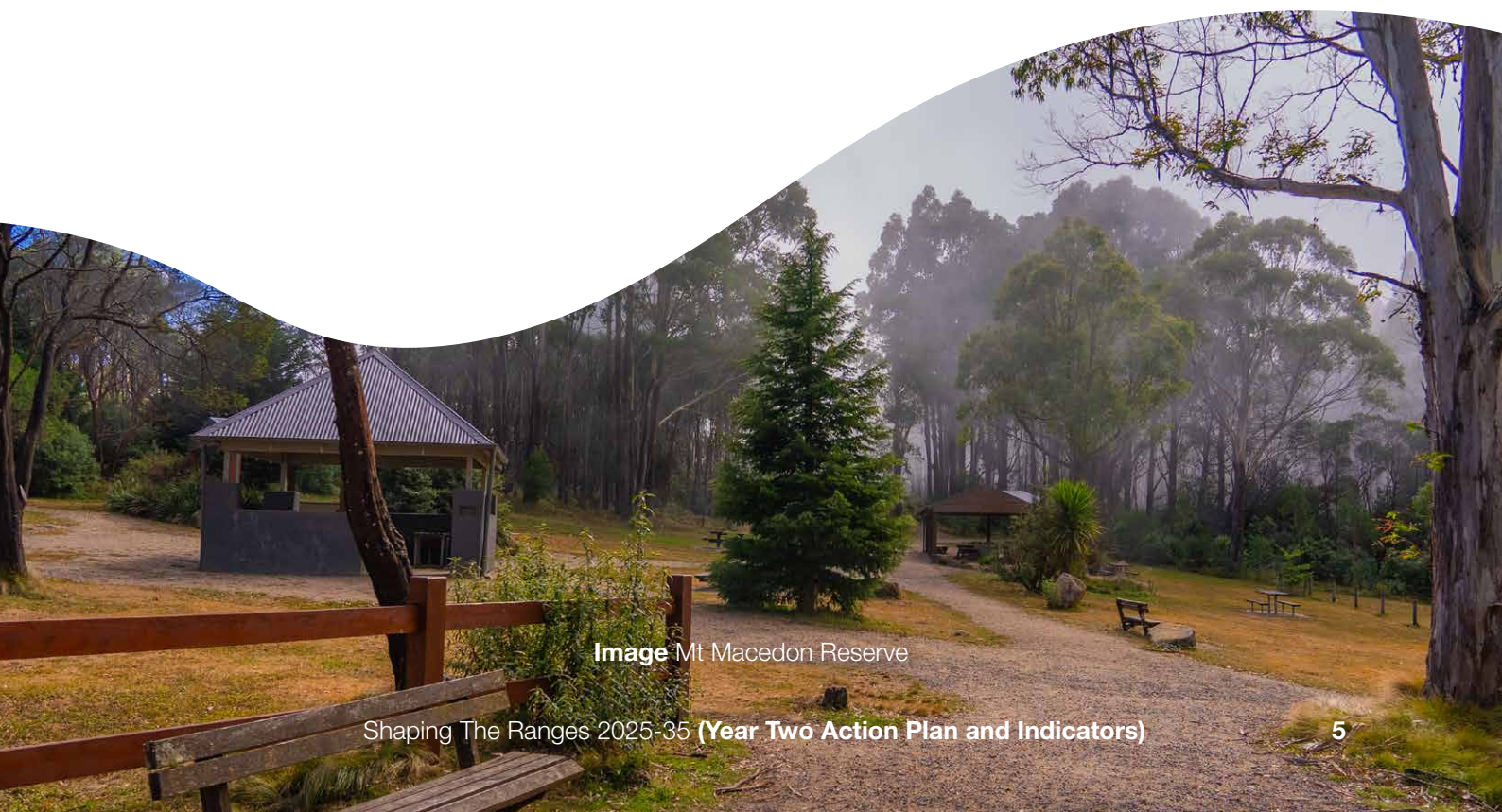


Image Mt Macedon Reserve

How We Developed This Plan

We developed the Year Two Action Plan (2026–2027) for the Macedon Ranges Shire community. It builds on what we heard from the community during the engagement for *Shaping the Ranges 2025–2035*, and on what we learned while delivering Year One actions.

To draft the Year Two actions, Council staff came together in a series of workshops (one for each Council Plan theme). These workshops helped us identify what we need to deliver in 2026–2027, and what work may need to continue over the rest of the Council term and beyond.

When drafting the actions, we aimed to:

- include work that spans different parts of Council, so teams collaborate, share responsibility and avoid duplication.
- focus on the strategies and outcomes that matter over the long term, not just day-to-day activities.
- be clear about who is responsible for each action and how it links to Council work plans.

During the workshops we also revisited community feedback from the development of *Shaping the Ranges*, to check that the Year Two actions reflect the outcomes the community wants to see over the four-year Council term.

We developed the Year Two indicators by reviewing the Year One indicators and the data we can reliably access. We refined the indicators for Year Two so they provide meaningful information and help explain our progress towards the objectives over the four-year Council term.

Staff and Councillors then worked together to review and finalise the plan, to make sure it reflects what we heard from the community, supports meaningful progress towards the objectives, and aligns with the Budget for 2026–27.



Cover image Romsey Ecotherapy Park

From the Chief Executive Officer

I am pleased to present the Year 2 Action Plan for *Shaping the Ranges 2025–2035*, which sets out strategic priorities aligned with the Budget 2026–27. This marks the second financial year of our overarching *Shaping the Ranges* plan, endorsed in October 2025, which integrates our Community Vision, Council Plan, Municipal Public Health and Wellbeing Plan, and Disability Action Plan.

The Council Plan advances the five strategic themes shaped by the Community Assembly’s development of our Community Vision: Our Places, Our Environment, Our Economy, Our People, and Our Performance.

The actions outlined in this plan are designed to activate and support those themes. The annual action plans sit alongside each budget and ensure that we are accountable and deliver on the Council Plan in a financially sustainable way.

While this document contains a broad set of actions and indicators, key highlights for Year Two include:

- Advocating for external funding for Priority Road and Transport Projects.
- Launching a targeted compliance and education program focusing on priority environmental issues such as cat containment, invasive weed hotspots and illegal dumping.
- Partner with relevant stakeholders to develop initiatives that enhance economic prosperity, including continuing support for the Thriving Villages program.

- Improving mental health outcomes by delivering the co-designed Next Generation Mental Health Promotion Project and evaluating the Branch Out Mental Health Program.
- Rolling out a new Community Engagement Framework to support more consistent, accessible and inclusive engagement across Council.

By incorporating our Municipal Public Health and Wellbeing Plan and Disability Action Plan into *Shaping the Ranges*, we continue our focus on embedding health, wellbeing, disability access, and inclusion across all that we do.

We are continuing to work to ensure connected and active places and spaces for everyone, that our rural and natural surroundings are cared for and protected, our local businesses and tourism sectors thrive and provide opportunities for everyone, our community is safe, healthy and well, and that we are accountable, trusted and collaborative.

On behalf of Councillors and staff, we extend our sincere thanks to the many community members whose time, insights and passion helped inform the *Shaping the Ranges* plan. We look forward to delivering on these actions and continuing to grow the Macedon Ranges as an exceptional place to live, work and play.



Bernie O'Sullivan
Chief Executive Officer

Our Framework

Shaping the Ranges 2025-2035 has been developed to improve outcomes for the Macedon Ranges Shire community. The Plan brings together the themes identified by the Community Vision Assembly and links them to the strategic objectives and priorities of the Council Plan, as required under the *Local Government Act 2020*. It also fulfils Council's legislative requirements to prepare a Municipal Public Health and Wellbeing Plan and a Disability Action Plan, embedding health, wellbeing, access and inclusion across all areas of Council's work.

Our strategic priorities describe what we will focus on to achieve our objectives over the current Council's four-year term. Annual actions are then identified and linked to these priorities, with resources allocated each year to deliver them.



At the end of each year actions are reported against their original due dates and key deliverables to ensure accountability for what was committed. In addition, at the end of each year, Council reports on performance against indicators, which serve as long term measures of progress toward achieving the objectives set out in the Plan.

The process is represented in the graphic below:







Council regularly reports its performance in its quarterly reports, the Annual Report, and performance statements, which are published on the Macedon Ranges Shire Council website. Council also prepares an annual submission on performance against a set of key performance targets as part of the Local Government Performance Reporting Framework, which contributes to the Local Government Sector Performance Report, published annually by Local Government Victoria.



Our actions and measures of success


Key	
Advocate:	Council will actively speak, act, recommend or promote to support and represent the community's needs.
Analyse:	Council Officers will examine data, patterns and relationships to develop a recommendation for a future action.
Deliver:	Council will produce an outcome that supports and is visible to the community.
Develop:	Council Officers will grow or advance a process or framework to improve delivery of council services.
Implement:	Council will put into effect a plan, strategy or project to improve specific outcome/s.
Partner:	Council will actively participate in or share ownership of an activity or outcome with other service groups.
Promote:	Council will act to raise awareness and/or enhance existing services or opportunities for the community.
	Priorities that relate to the achievement of Council's Public Municipal Health and Wellbeing Plan outcomes.
	Priorities that relate to the achievement of Council's Disability Action Plan outcomes.

Year Two (2026/27) Actions

Our Places				
Connected and active places and spaces for everyone.				
Objectives	Priorities	Year Two (2026-27) Actions	Primary Resp. Person	Council role
1.1 Our roads, transport and accessibility enhance our connection.	1.1.1 Deliver roads that anticipate population growth and maintain an efficient road network.	1.1.1.1 Strengthen advocacy for external funding to address Priority Road and Transport Projects by targeting grant opportunities aligned to Council’s agreed advocacy list within the Advocacy Projects Prospectus.	Manager Engineering, Asset Services and Civil Projects (Support: Manager Engagement and Advocacy)	Deliver/ Advocate
	1.1.2 Improve frequency and coverage of public transport services across our shire.	1.1.2.1 Analyse community and key stakeholder feedback and supplement as required to identify priority gaps and opportunities in the public transport network, and prepare a communications approach to advocate to the Victorian Government and relevant operators for agreed priority improvements.	Manager Engineering, Asset Services and Civil Projects (Support: Manager Engagement and Advocacy)	Analyse / Advocate
	1.1.3 Plan and deliver programs and infrastructure that support walking, cycling and other active transport. 	1.1.3.1 Update and adopt a refreshed Walking and Cycling Strategy, including agreed prioritisation criteria to sequence a pipeline of safety, accessibility and connectivity projects for the next ten years.	Manager Strategic Planning and Environment	Develop / implement
	1.1.4 Invest in transport infrastructure to facilitate connection within and between townships.	1.1.4.1 Update the Shire Wide Footpath Plan to improve safety, accessibility, and value for money outcomes and set priority footpath projects for years 3 and 4. 1.1.4.2 Deliver the Woodend to Riddells Creek shared trails project.	Manager Engineering, Asset Services and Civil Projects Manager Engineering, Asset Services and Civil Projects	Deliver
	1.1.5 Support people with different needs and abilities to access, understand and navigate transport options. 	1.1.5.1 Deliver a community transport information and gaps mapping project, through community consultation and service mapping, to provide up-to-date referral information and inform targeted advocacy.	Manager Community Services (Support: Coordinator Community and Social Planning)	Partner

Objective	Priorities	Year Two (2026-27) Actions	Primary Resp. Person	Council role
1.2 Our community infrastructure is accessible, fit for purpose, and meets the needs of current and future generations.	1.2.1 Support provision of accessible health and wellbeing services. 	1.2.1.1 Establish and apply a structured approach to analysing existing community feedback, service data and stakeholder insights to identify local health and wellbeing service needs, gaps and access issues, and develop a draft advocacy list for Council.	Coordinator Community and Social Planning	Partner
	1.2.2 Design and deliver inclusive and accessible spaces that support safety, cultural inclusion, community participation and ownership. 	1.2.2.1 Strengthen long term planning for the Riddells Creek Recreation Reserve through completion of a contemporary, evidence-based Master Plan.	Manager Aquatics Recreation and Facilities	Develop/ implement
	1.2.3 Deliver land use planning to attract investment for business and enable a thriving economic environment.	1.2.3.1 Finalise the development plan and associated planning controls to guide the expansion of the Gisborne Business Park.	Manager Strategic Planning and Environment	Develop
	1.2.4 Enhance economic activity centres with activation, maintenance and improvements that attract and engage visitors and locals.	1.2.4.1 Support township workshops and town plan development under the Thriving Villages program to guide beautification and activation of any of the following towns: Gisborne, Kyneton, Woodend, and Macedon/Mt Macedon, including pursuit of external funding and staged Council support.	Manager Economic Development and Visitor Economy (Support: Manager Parks, Civil Services, Resource Recovery)	Implement
	1.2.5 Facilitate affordable housing in new developments and existing townships that meet the varied needs of different household types and life stages.	1.2.5.1 Finalise the Affordable Housing Policy, and embed its application into Council's decision-making processes, including major project governance, advocacy, negotiations and project planning.	Coordinator Community and Social Planning (Support: Manager Statutory Planning, Manager Strategic Planning and Environment)	Implement / Partner / Advocate

Objective	Priorities	Year Two (2026-27) Actions	Primary Resp. Person	Council role
	1.2.6 Invest in, and deliver, sustainable, equitable and accessible community infrastructure. 	1.2.6.1 Progress accessibility improvement projects identified in Year 1 through accessibility audits, informed by risk usage and community need. 1.2.6.2 Develop a building accessibility checklist to ensure that community access aligns to aged friendly and child friendly principles.	Manager Aquatics, Recreation and Facilities Manager Community Services (Support: Coordinator Community and Social Planning)	Implement / develop Develop
	1.2.7 Maintain our assets to be safe, accessible and sustainable, in ways that meet community needs. 	1.2.7.1 Deliver the Year Two asset renewal program as per Council Budget based on condition audit outcomes.	Manager Engineering, Asset Services and Civil Projects	Deliver
	1.2.8 Plan new and future built environments that protect the character of our shire by incorporating and prioritising heritage management, rural character, visual amenity, and the natural environment.	1.2.8.1 Finalise the Gisborne Urban Design Framework and deliver options for Urban Design Frameworks for future or existing built environments.	Manager Strategic Planning and Environment	Deliver / Develop
	1.2.9 Work with Traditional Owner Groups in accordance with the Aboriginal Heritage Act 2006 and the Traditional Owner Settlement Act 2010 to ensure appropriate use, stewardship and development of land.	1.2.9.1 Implement early engagement actions from Year One across relevant FY26/27 capital projects.	Manager Aquatics, Recreation and Facilities (Support: Manager Community Strengthening)	Partner / Implement


Our Environment				
Rural and natural surroundings that are cared for and protected.				
Objectives	Priorities	Year Two (2026-27) Actions	Primary Resp. Person	Council role
2.1 Our natural environment, wildlife, biodiversity and waterways are cared for and protected.	2.1.1 Act to restore and increase native/indigenous vegetation, land conservation and ecosystems.	2.1.1.1 Advocate for funding for vegetation mapping to acquire datasets at key intervals, providing an evidence base for biodiversity planning, environmental monitoring, and urban cooling strategies and support evidence-based prioritisation.	Manager Strategic Planning and Environment	Advocate
	2.1.2 Reduce environmental risks including bushfire, storm and flood in all land use planning.	2.1.2.1 Work in partnership with State Victorian Government to ensure that the planning scheme is maintained to reflect the latest data on environmental risks.	Manager Strategic Planning and Environment	Partner / Deliver
	2.1.3 Facilitate sustainable water management and quality. 	<i>Addressed in action 2.3.2.1 Finalise and adopt Integrated Water Management (IWM) plans and integrate flood study and IWM outcomes into future infrastructure projects.</i>	-	-
	2.1.4 Reduce negative impacts on the natural environment, including weed control/pests/domestic animals/waste.	2.1.4.1 Launch a targeted compliance and education program focusing on priority issues (e.g., cat containment, invasive weed hotspots, illegal dumping), developed in collaboration with community groups and land managers.	Manager Parks, Civil Services and Resource Recovery / Safer Communities / Strategic Planning and Environment (Support: Manager Communications and Advocacy)	Deliver / Analyse / Advocate
		2.1.4.2 Investigate alternate waste management solutions for FOGO and resource recovery facilities to increase efficiency and reduce carbon footprint.	Manager Parks, Civil Services and Resource Recovery	
2.1.5 Encourage and facilitate sustainable agricultural practices, including regenerative farming.	2.1.5.1 Deliver programs that support landowners and land managers to enable sustainable agricultural practices including regenerative farming. <i>(also addresses priority 3.3.1)</i>	Manager Strategic Planning and Environment	Deliver	












Objective	Priorities	Year Two (2026-27) Actions	Primary Resp. Person	Council role
2.2 Our actions against climate change are prioritised and enables the community	2.2.1 Deliver initiatives that lower emissions related to housing, infrastructure and transport.	2.2.1.1 Undertake an Environmental Sustainable Design (ESD) audit and prepare an electrification action plan for both Gisborne Aquatic Centre and Kyneton Sports and Aquatic Centre	Manager Aquatics, Recreation and Facilities	Analyse
	2.2.2 Build capacity and enable the community to take action and understand environmental and financial benefits of reducing our impact on the planet.	2.2.2.1 Partner with community organisations to codesign/promote a home energy efficiency upgrade program to reduce cost of living and emissions for all local households.	Manager Strategic Planning and Environment	Partner / Promote
2.3 Our council acts in environmentally sustainable ways.	2.3.1 Progress investments and transition to lower-carbon alternatives.	2.3.1.1 Develop fleet transition plan targeting increasing the proportion of light fleet vehicles being fully electric or hybrid by the end of Year Four in line with budget. <i>Priority also addressed by action 2.2.1.1 Investigate feasibility of transitioning from gas to electricity to lower emissions at Gisborne Aquatic Centre and progress options to council for decision.</i>	Manager Parks, Civil Services and Resource Recovery	Develop
	2.3.2 Learn from and integrate evidence based environmental management practices inclusive of local Traditional Owner Groups and community groups.	2.3.2.1 Finalise and adopt Integrated Water Management (IWM) plans and integrate flood study and IWM outcomes into future infrastructure projects. <i>(also addresses priority 2.1.3)</i>	Manager Engineering, Asset Services and Civil Projects	Implement / Develop

Our Economy





Our local businesses and tourism sectors thrive and provide opportunities for everyone.



Objectives	Priorities	Year Two (2026-27) Actions	Primary Resp. Person	Council role
3.1 Our local economy and businesses are thriving	3.1.1 Engage with local businesses, entrepreneurs and industry to support innovation, attract investment, address local needs and deliver economic growth.	3.1.1. Partner with relevant stakeholders to develop initiatives that enhance economic prosperity, including continuing support for the Thriving Villages program.	Manager Economic Development and Visitor Economy	Develop/ Partner
	3.1.2 Support businesses to be environmentally and economically sustainable.	3.1.2.1 Promote sustainable practices to support local business financial and environmental sustainability.	Manager Economic Development and Visitor Economy	Promote
	3.1.3 Support the growth and maintenance of industries that contribute to health, wellbeing and sustainability such as mental health, allied health, and local food systems. 	3.1.3.1 Establish an evidence base to guide Council's strategic advocacy and partnership priorities for health and wellbeing service access.	Coordinator Community and Social Planning	Develop
3.2 Our unique identity, agricultural foundation and cultural history are celebrated and promoted.	3.2.1 Promote and attract artistic, cultural and historical activity, events and values that showcase the region and stimulate economic activity.	3.2.1.1 Engage community on future programming priorities and principles for creative venues.	Manager Community Strengthening (Support: Manager Engagement and Advocacy)	Deliver
	3.2.2 Promote local landmarks and attractions as part of the visitor economy, providing clear, accessible information on how to find and engage with them.	3.2.2.1 Review itineraries on Visit Macedon Ranges and develop a series of themed "Discovery Pathways" with residents, disability advocates, cultural groups, and visitor economy businesses with potential assistance from Destination Central Victoria. Combine this with development of a tourism-style video campaign for marketing use showcasing the region and some key assets through the themed trails.	Manager Economic Development and Visitor Economy	Develop

Objectives	Priorities	Year Two (2026-27) Actions	Primary Resp. Person	Council role
	3.2.3 Partner with community groups, including historical, arts, cultural, and local Traditional Owner Groups to develop cultural and eco-tourism and share cultures, histories and places of significance.	3.2.3.1 Support a collaborative, regionally aligned approach to a Cultural & Eco Tourism Partnership Framework, working with Destination Central Victoria and key partners. This will guide shared principles for storytelling, cultural protocols, and sustainable tourism opportunities.	Manager Economic Development and Visitor Economy	Partner
3.3 Our community promotes economic equality so that everyone can afford to live well and participate in community life.	3.3.1 Support our local agricultural sector and community partners to deliver affordable local food and reduce food insecurity. 	<i>Addressed under priority 2.1.5.1 Deliver programs that support landowners and land managers to enable sustainable agricultural practices including regenerative farming.</i>	-	-
	3.3.2 Deliver programs, targeted support and initiatives that cater to the diverse needs of the community and assist people facing financial hardship, education or employment barriers, including people with disabilities. 	3.3.2.1 Work with disability organisations, employers and services to identify local barriers and opportunities for inclusive employment, and define clear priorities to inform Council's future partnerships, advocacy and actions.	Coordinator Community and Social Planning	Develop
	3.3.3 Support projects that increase local social and affordable housing 	3.3.3.1 Identify and progress priority opportunities for social and affordable housing through Council-owned land, partnerships and advocacy, including working with housing providers and State Government.	Coordinator Community and Social Planning	Advocate / Partner

Our People				
Our community is safe, healthy and well.				
Objectives	Priorities	Year Two (2026-27) Actions	Primary Resp. Person	Council role
4.1 Our people feel safe, respected and valued, living in a community where violence and discrimination are prevented, and not tolerated.	4.1.1 Deliver inclusive, accessible and culturally safe services and spaces that support participation, reduce discrimination and reflect our diverse community  	4.1.1.1 Collaborate across Council to embed accessibility and inclusion considerations into planning for council delivered services and implement findings from Year One accessibility audits, delivering practical improvements that target areas of highest need identified from inspections, current projects and community feedback.	Coordinator Community and Social Planning (Support: Manager Governance and Performance, Community Strengthening, Aquatics, Recreation and Facilities)	Analyse / Deliver
	4.1.2 Enable people of all ages and backgrounds, especially those with lived experience, to lead, participate in and shape local decisions. 	4.1.2.1 Establish and support a Youth Council pilot to strengthen youth leadership and participation in local decision-making. 4.1.2.2 Investigate targeted engagement approaches to increase participation of under-represented cohorts in Council planning and decisions.	Manager Community Strengthening Manager Engagement and Advocacy	Partner / Deliver / Analyse
	4.1.3 Lead and support primary prevention initiatives and partnerships with agencies that promote respect, equality and safety and reduce harm in the community, including family violence. 	4.1.3.1 Close out Free From Violence Grant, with the aim of embedding primary prevention principles into Council policies, programs and partnerships.	Manager Community Strengthening	Partner / Deliver
	4.1.4 Deliver inclusive programs, partnerships and spaces that promote positive community attitudes and social connection, to build trust, challenge discrimination, and support belonging and safety for all.  	4.1.4.1 Complete a strategic review of the Community Awards Program and make recommendations to strengthen inclusiveness, accessibility and community relevance.	Manager Community Strengthening	Analyse

Objectives	Priorities	Year Two (2026-27) Actions	Primary Resp. Person	Council role
4.2 Our people of all ages and abilities have the opportunity to experience positive physical and mental wellbeing.	4.2.1 Improve access to inclusive sport, recreation, facilities and Council services to support the health, wellbeing and participation of people of all abilities, and encourage active healthy lifestyles in partnership with community groups and health services.  	4.2.1.1 Advocate for the new Barkly Square Pavilion to increase safety, accessibility and connectedness and allow greater participation for all at the sports field. 4.2.1.2 Advocate for funding to progress future development of key recreational and open space reserves as per adopted Master Plans. 4.2.1.3 Work with local providers to deliver the Kindergarten Central Registration Scheme. 4.2.1.4 Deliver the INFANT program with a focus on healthy eating, active play and reduced screen time. 4.2.1.5 Complete Stage 2 of the Macedon Ranges Sports Precinct.	Manager Aquatics, Recreation and Facilities Manager Parks, Civil Services and Resource Recovery Manager Community Services Manager Community Services Manager Aquatics, Recreation and Facilities	Advocate / Deliver
	4.2.2 Support and advocate for accessible, inclusive local programs and services that promote mental health and resilience and are tailored to the needs of different ages, abilities, identities and experiences.  	4.2.2.1 Build on advocacy and partnerships to expand on accessible and local mental health services, including advocating for funding for Youth Hub. 4.2.2.2 Establish a consistent, evidence-led approach for how Council identifies and prioritises local health and wellbeing service needs, gaps and access barriers, including progressing the Health and Social Needs Profile and embedding its use in Council planning, advocacy and partnership decisions. 4.2.2.3 Improve mental health outcomes by delivering the co-designed Next Generation Mental Health Promotion Project with young people and evaluating the Branch Out Mental Health Program to inform continuous improvement and future service design.	Manager Community Strengthening g Coordinator Community and Social Planning Manager Community Strengthening	Advocate / Partner





Objectives	Priorities	Year Two (2026-27) Actions	Primary Resp. Person	Council role
	4.2.3 Support inclusive, community-led initiatives that reduce isolation and build connection, with attention to diversity and accessibility. 	4.2.2.1 Develop inclusive facilities standards (e.g. lighting and all-gender amenities, pram / wheelchair provisions) for application and uplift in future years in both existing and new facilities. 4.2.2.2 Undertake consultation to better understand barriers to social inclusion and community participation with a focus on people with a disability, children and older people. 4.2.2.3 Review Community Grants Program Policy and identify recommendations.	Manager Aquatics, Recreation and Facilities (Support: Manager Community Services) Manager Community Services Manager Community Strengthening	Develop / Analyse
4.3 Our community and environment are well prepared for emergency events and can respond to and recover from them.	4.3.1 Build community knowledge, skills and leadership to prepare for, respond to and recover from emergencies. 	4.3.1.1 Embed a proactive, year-round approach to emergency preparedness through the ongoing delivery and refinement of seasonal preparedness information.	Manager Community Strengthening	Deliver
	4.3.2 Deliver targeted actions to reduce the health, social and environmental impacts of emergencies. 	4.3.2.1 Partner with Emergency and other community organisations to increase individual and community knowledge, skills and resilience for emergencies and disaster recovery by participating in events such as community emergency service expos, development of localised information briefings, and providing in person support at CFA community meetings and targeted information sessions.	Manager Community Strengthening	Implement
	4.3.3 Partner with all relevant organisations and businesses, including local Traditional Owner Groups, to strengthen emergency planning response and recovery. 	4.3.3.1 Strengthen partnerships with emergency services, recovery organisations and TO's through facilitated committees and working groups.	Manager Community Strengthening	Partner

Objectives	Priorities	Year Two (2026-27) Actions	Primary Resp. Person	Council role
	4.3.4 Plan for and provide inclusive support to vulnerable groups before, during and after emergencies.  	4.3.4.1 Embed equity impact assessments into the review of all Municipal Emergency Management Plans and Sub-Plans to identify and implement improvements for future implementation.	Manager Community Strengthening	Develop / Deliver




Our Performance

We are accountable, trusted and collaborative.

Objectives	Priorities	Year Two (2026-27) Actions	Primary Resp. Person	Council role
5.1 Our community experiences customer interactions that are positive, meaningful and accessible and help to shape our organisation's priorities.	5.1.1 Partner with aligned external organisations, businesses and groups to deliver community outcomes.	5.1.1.1 Continue development of a comprehensive stakeholder map for community and businesses, identifying stakeholders and detailing their interactions with the Council. Overlay this map with our strategic priorities to better understand and support their needs.	Manager Economic Development and Visitor Economy	Partner
		5.1.1.2 Work with local community groups to activate community spaces.	Manager Community Services	
	5.1.2 Provide staff with practical tools, training and resources to respectfully and effectively engage externally with diverse community and partners. 	5.1.2.1 Development of the Community Engagement Framework. Following adoption of renewed policy, publish guidelines, tools and processes (with guidance for accessibility and targeted for specific groups such as Traditional Owners). <i>(also addresses priority 5.3.3)</i>	Manager Engagement and Advocacy (Support: Manager Community Services, Manager Community Strengthening)	Develop
	5.1.3 Provide transparent information to the community that improves trust and understanding, and is easy to find, access, use and interpret.  	5.1.3.1 Improve community access to Council information and opportunities to participate in decision-making through enhanced usability and accessibility of Council's website and intranet, provision of information in accessible formats, and targeted engagement with under-represented communities.	Coordinator Community and Social Planning / Manager Engagement and Advocacy	Develop
5.1.4 Deliver streamlined service approaches and methods that make interacting and working with Council simple, inclusive, and accessible for community, businesses, and partners. 	5.1.4.1 Implement a coordinated, business-friendly approach across Council through a cross-functional working group, delivering initiatives that simplify processes, improve the customer experience and reduce red tape.	Manager Economic Development and Visitor Economy	Develop/ Partner	



Objective	Priorities	Year Two (2026-27) Actions	Primary Resp. Person	Council role
5.2 Our organisation has a safe, healthy and fair culture that drives continuous improvement.	5.2.1 Embed cultural competence, safety, access and inclusion across Council operations and services through enhanced staff capability and organisation-wide practices. 	5.2.1.1 Deliver an organisational capacity-building and engagement program to strengthen cultural safety, access and inclusion across Council, including a mandatory baseline cultural competence module for all staff aligned with the Reconciliation Plan, and disability awareness and inclusive engagement training to build staff capacity to work respectfully and inclusively with people with disability and diverse community and workforce groups. <i>(also addresses priority 5.3.3)</i>	Manager People and Wellbeing / Manager Community Strengthening	Develop / Deliver
	5.2.2 Strengthen organisational knowledge through active sharing and continuous learning and improvement.	5.2.2.1 Continue development of Service Plans as per service catalogue defined in Year 1 to understand budget, staffing, responsibilities, and identify capability gaps, options for delivery, efficiencies and opportunities for increased cross-team collaboration.	Manager Governance and Performance	Develop
	5.2.3 Provide tools, targeted development, and training to support staff performance, safety and wellbeing.	5.2.3.1 Create a central, easy-to-navigate digital hub (e.g., SharePoint or Teams-based) where staff can access tools, procedures, training, templates, and “how-to” resources in one place. Invite staff to co-contribute practical guides and lessons learned.	Manager People and Wellbeing	Develop
5.3 Our organisation is efficient, collaborative and makes accountable, transparent decisions that serve the best interests of the whole community.	5.3.1 Deliver consistent, reliable, services and operations across all areas of Council that respond to community needs and are financially sustainable.	5.3.1.1 Finalise the Kindergarten Service and Infrastructure decision making framework.	Manager Community Services	Develop/ Deliver/ Analyse
		5.3.1.2 Develop and deliver an end to end, reliable and available solution to support our field staff.	Manager Digital Technology Services	
		5.3.1.3 Identify a solution to replace current system used to manage fitness centres and pools, with full integration to retail and security controls.	Manager Digital Technology Services	



Objective	Priorities	Year Two (2026-27) Actions	Primary Resp. Person	Council role
	5.3.2 Collaborate effectively across Council and enhance digital capacity to create smarter, more efficient, inclusive and accessible services and customer-focused ways of working.	<p>5.3.2.1 Assess our current core business systems and develop a comprehensive program to consolidate, streamline, and enhance their efficiency and strengthen data quality to better support organisational performance, growth and decision making.</p> <p>5.3.2.2 Replace our current desk-based telephony system with a cloud-based solution, to support hybrid working, improve community communications, and reduce operational risk.</p> <p>5.3.2.3 Develop and deliver a consolidate payments gateway, offering our community payment options that are aligned across all services.</p>	<p>Manager Digital Technology Services</p> <p>Manager Digital Technology Services</p> <p>Manager Digital Technology Services.</p>	Analyse/ Develop/ Deliver
	5.3.3 Strengthen capability to build trusted relationships and engage proactively with community groups, including local Traditional Owner Groups, in meaningful and respectful ways that reflect the diversity of people and perspectives across the Macedon Ranges, to inform key decisions. 	<i>Addressed under actions 5.2.1.1 and 5.1.2.1</i>	-	-
	5.3.4 Collect, analyse and use evidence and data in decision-making, service design and delivery, evaluation and reporting.	5.3.4.1 Adopt the data governance framework; improve data quality and access so the right people can use the right data for decisions and performance reporting.	Manager Governance and Performance	Develop/ Deliver
	5.3.5 Manage organisational risks through clear, coordinated risk management that supports consistent, transparent and accountable decision-making.	5.3.5.1 Undertake a formal risk culture maturity assessment, including benchmarking against comparable local government organisations, to assess risk awareness, behaviours and practices across Council, and develop a targeted Risk Culture Maturity Action Plan to strengthen risk capability, accountability and embedment.	Manager People and Wellbeing (Support: Manager Governance and Performance)	Develop

Year Two (2026/27) Indicators

Strategic indicators provide Council with measures to monitor progress towards achieving the objectives of the Plan. Council's level of influence over the result of each measure varies, as many outcomes are affected by factors outside Council's direct control, but Council works to influence them through advocacy, partnerships and collaboration with the community.

In Year Two, the majority of indicators have been retained from Year One to enable the evaluation of longer-term trends and the reporting of these trends to the community over the life of the Plan. A small number of Year One indicators have been replaced due to limitations such as data unavailability, duplication with actions already included in the Action Plan, consistently strong regional performance, or inconsistent year-on-year results associated with the current indicator definition. Several new indicators have also been introduced in Year Two indicator to strengthen the overall indicator set where gaps were identified.

Our Places			
Connected and active places and spaces for everyone.			
Objectives	YEAR 2 Indicator	If we are successful we will see	Baseline Year
1.1 Our roads, transport and accessibility enhance our connection.	1.1.1 Satisfaction with the condition of sealed local roads in your area.	The annual community sentiment survey will show an increase in score for satisfaction with the condition of sealed local roads in the region.	2024/25
	1.1.2 Percentage of all roads assessed to be in poor condition.	Percentage of all roads assessed to be in poor condition will decrease.	2024/25
	1.1.3 Percentage completion of transport safety upgrade projects.	Percentage completion of improvement projects will increase (based on total number of improvement projects as at 1 July 2025).	2025/26
	1.1.4 Satisfaction with the condition of local streets and footpaths in your area. *	The annual community sentiment survey will show an increase in score for satisfaction with the condition of local streets and footpaths in the region.	2024/25
	1.1.5 Percentage of all existing footpaths assessed to be in poor condition.	Percentage of all existing footpaths assessed to be in poor condition will decrease.	2024/25

* The wording of this indicator will change in Year 3, with the new Community Satisfaction Survey (CSS) provider and will become "Satisfaction with the condition of footpaths in your area". As such Year 3 (2026/27) will form a new baseline for this indicator.

Objective	YEAR 2 Indicator	If we are successful we will see	Baseline Year
1.2 Our community infrastructure is accessible, fit for purpose, and meets the needs of current and future generations.	1.2.1 Percentage of Building Assets in poor condition.	Percentage of Building Assets in poor condition will decrease.	2025/26
	1.2.2 Satisfaction with Council "Providing equal access to services and facilities for people with disabilities"	The annual community sentiment survey will show an increase in score for satisfaction with the sentiment that people of all abilities can access services and facilities in the region.	2026/27 **
	1.2.3 Percentage completion of community infrastructure projects and actions from adopted masterplans, by Council.	Percentage completion of projects (based on total number of Master Plan actions in plans adopted by Council as of 30 June 2026) will increase.	2025/26

** This is a new question to be asked in the CSS with first results available in 2027. As such Year 3 (2026/27) will form the baseline for this indicator.



Our Environment			
Rural and natural surroundings that are cared for and protected.			
Objectives	YEAR 2 Indicator	If we are successful we will see	Baseline Year
2.1 Our natural environment, wildlife, biodiversity and waterways are cared for and protected.	2.1.1 Presence and abundance of indicator species across the landscape.	Presence and abundance of indicator species will increase.	2026/27 *
	2.1.2 Presence and abundance of indicator species for health of waterways.	Presence and abundance of indicator species will increase.	2026/27 *
2.2 Our actions against climate change are prioritised and enables the community	2.2.1 Municipal emissions snapshot.	Municipal emissions will decrease.	2022/23 **
2.3 Our council acts in environmentally sustainable ways.	2.3.1 Attendance at environment, biodiversity and sustainability events per year.	Attendance at Environmental events and Biodiversity Strategy Events will increase.	2024/25
	2.3.2 Council emissions.	Council emissions will decrease.	2022/23 ***

* Some baseline data will be available in Year 1 of Shaping the Ranges 2025-2035; however, the monitoring program is being revised, and more repeatable datasets will be available in Year 2.

** Data not available annually. Data is sourced from Snapshot Climate profiles, which generally lag the end of a financial year by 18–24 months, depending on when underlying ABS energy, transport and waste datasets are finalised.

*** In 2022 Council adopted a target of 'zero net emissions for Council operations by 30 June 2030.

Our Economy			
Our local businesses and tourism sectors thrive and provide opportunities for everyone.			
Objectives	YEAR 2 Indicator	If we are successful we will see	Baseline Year
3.1 Our local economy and businesses are thriving	3.1.1 Number of local (non-chain or franchise) businesses operating.	Number of local businesses operating will maintain (no closures) or increase.	2024/25
	3.1.2 Gross Regional Product.	Gross Regional Product will increase.	2024/25
	3.1.3 Number of subscriptions to MRSC Business E News.	Number of subscriptions will increase.	2025/26
3.2 Our unique identity, agricultural foundation and cultural history are celebrated and promoted.	3.2.1 Total attendance at Council's creative venues.	Attendance at Council's creative venues will increase.	2025/26
	3.2.2 Autumn festival visitation to Council's Visitor Information Centres (VIC's).	Visitation to Council's VIC's during Autumn festival will increase.	2024/25
	3.2.3 Visitor numbers to the region.	The number of visitors to the region will increase.	2023/24 *
3.3 Our community promotes economic equality so that everyone can afford to live well and participate in community life.	3.3.1 Area of employment land progressed to development-ready status and total municipal employment land supply.	The total municipal employment land supply will increase	2025/26
	3.3.2 Hardship statistics.	The value (by % of total \$) of outstanding debt as a result of uncollected residential rates, fees and charges (e.g. rates, property charges, registrations) will decrease.	2024/25

* Data not available annually. There is an approximate 12-18 month lag before tourism data from Tourism Research Australia Local Government Area is released.

Our People			
Our community is safe, healthy and well.			
Objectives	YEAR 2 Indicator	If we are successful we will see	Baseline Year
4.1 Our people feel safe, respected and valued, living in a community where violence and discrimination are prevented, and not tolerated.	4.1.1 Crime Statistics – Person Victimization Rate.	Crime statistics will decrease within the region.	2024
	4.1.2 Community Sentiment Survey - How safe do you feel in your local area? *	The annual community sentiment survey will show an increase in score for feeling safe in the region.	2026/27
4.2 Our people of all ages and abilities have the opportunity to experience positive physical and mental wellbeing.	4.2.1 Participation rate in Council-supported health and wellbeing programs (attendance at council facilities and participation in structured annual programs).	The level of participation in Council supported health and well-being programs will increase.	2024/25
	4.2.2 Community Sentiment Survey - Satisfaction with ability to access health and wellbeing services. *	The annual community sentiment survey will show an increase in score for satisfaction with ability to access health and wellbeing services in the region.	2026/27
	4.2.3 Percentage of program participants who report that their mental health and wellbeing has improved as a result of participation.	The percentage of participants who report an improvement in mental health and wellbeing in response to a feedback survey at the end of each program delivered by council.	2026/27
4.3 Our community and environment are well prepared for emergency events and can respond to and recover from them.	4.3.1 Participation in stakeholder engagements (nature and type will vary depending on the time of year, i.e. pre fire season community awareness) - Emergency Management - Community Engagements - First Nations Engagements	The number of engagements across different areas will be maintained or increase.	2024/25

* These are new questions to be asked in the CSS with first results available in 2027. As such Year 3 (2026/27) will form the baseline for these indicators.



Our Performance

We are accountable, trusted and collaborative.

Objectives	YEAR 2 Indicator	If we are successful we will see	Baseline Year
5.1 Our community experiences customer interactions that are positive, meaningful and accessible and help to shape our organisation's priorities.	5.1.1 Satisfaction with community consultation and engagement. *	Satisfaction with community consultation and engagement will increase and be reflected in an improved score in the community satisfaction survey.	2024/25
	5.1.2 Alignment and Engagement survey – percentage agreement with the statement “Our systems/technology enable us to serve our customers well”?	Percentage agreement with overall alignment and engagement from council staff will increase.	2024/25
5.2 Our organisation has a safe, healthy and fair culture that drives continuous improvement.	5.2.1 Alignment and engagement survey - percentage agreement with overall alignment and engagement (internal survey).	Percentage agreement with overall alignment and engagement from council staff will increase.	2024/25
	5.2.2 Training and development participation rates.	Staff training and development rates will meet the target percentage for participation each year.	2024/25
	5.2.3 Staff turnover.	Staff turnover will be within 5% of the benchmark range for similar councils.	2024/25
	5.2.4 Excessive annual leave.	Percentage of staff with an excessive annual leave balance (greater than 8 weeks) will decrease.	2025/26
5.3 Our organisation is efficient, collaborative and makes accountable, transparent decisions that serve the best interests of the whole community.	5.3.1 Satisfaction with decisions made in the interest of the community.	Satisfaction with decisions made in the interest of the community will increase and be reflected in an improved score in the community satisfaction survey.	2024/25
	5.3.2 Complaints data – the number, and timeliness of resolutions.	The number of complaints received by council will decrease and the timeliness of resolution of complaints will improve.	2024/25
	5.3.3 Percentage of overdue internal audit action items.	The percentage of overdue actions (by % of total internal audit actions) will decrease.	2025/26

* The wording of this question in the CSS will change slightly in 2027 to “Satisfaction with opportunities to engage or give feedback. This is aligned with changes to the Local Government Performance Reporting Framework.

Reporting

The Year Two Action Plan consists of a range of actions that will contribute to the achievement of our priorities and vision outlined in *Shaping the Ranges 2025-2035*. These actions sit alongside the many programs, services and initiatives Council delivers every day that also contribute to achieving the objectives of *Shaping the Ranges*.

We commit to communicating our progress, both positive and negative, to the community. Council will report on our progress at a Council Meeting and in the Report of Operations, published every six months on Council's website.

This report will include:

- Progress on actions included in the Action Plan
- Reporting on the indicators included in this Plan and insight into their meaning in relation to achieving our objectives (indicators reported once per year in the final Report of Operations of each financial year).



Image New Gisborne Sports Centre



Image Mt Macedon Sanatorium Lake

Kyneton Administration Centre

129 Mollison Street, Kyneton
Hours: Monday to Friday, 8.30am to 5pm.

Gisborne Administration Centre

40 Robertson Street, Gisborne
Hours: Monday to Friday, 8.30am to 5pm

Romsey Hub

96–100 Main Street, Romsey
Hours: Monday to Friday, 9.30am to 5pm

Contact Us

(03) 5422 0333 | mrsc@mrsc.vic.gov.au | mrsc.vic.gov.au

Find us on:   

If you need help to speak or hear, you can contact us through the **National Relay Service**:

- **TTY** users call 133 677 then ask for (03) 5422 0333
- **Speak and Listen** (speech-to-speech relay) users call 1300 555 727 then ask for (03) 5422 0333
- **Internet relay users** connect to the National Relay Service and then ask for (03) 5422 0333

If you need help with English, please call **TIS National** on 131 450 and ask them to call Macedon Ranges Shire Council on 5422 0333.