

Shaping **The Ranges**

2025-2035

Year One 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 Field in Kyneton



Image Hobbs Road Reserve

Overview

This document presents the Year One Action Plan (2025–2026) 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 first year of Shaping the Ranges. It has been developed from:

- Ongoing actions from the Council Plan 2021–2031, Municipal Public Health and Wellbeing Plan 2021–2025, and Disability Action Plan 2021–2025.
- Consideration of new actions based on feedback from the community, councillors and officers in progressing our services to the community.
- Consideration of Council's role, and organisational capacity and capability.

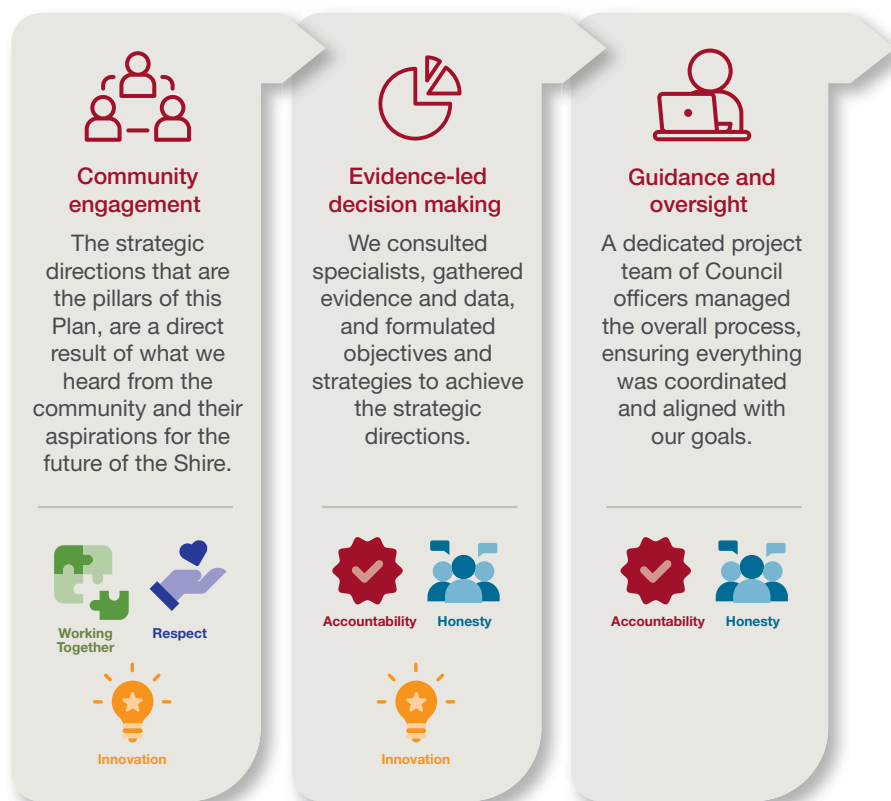
How We Used Your Input

The Year One Action Plan (2025–2026) was informed by the voices of our community. Input came through:

- The feedback from the Community Assembly workshops held in March and April 2025.
- Community input during two consultation phases in February and March and then in July and August 2025.
- Submissions received during the public consultation period on the draft Shaping the Ranges in July-August 2025.

Much of the direction for the Plan was shaped by comprehensive community engagement, through targeted and broader communications methods, inclusive of deliberative engagement involving a Community Assembly. Council is committed to honouring the work of the Assembly by embedding its insights into strategies and plans for the Macedon Ranges Shire. We are equally committed to delivering with the intent of all relevant legislation and Council’s Community Engagement Policy.

Community engagement process



From the Chief Executive Officer

I am pleased to present the Year One Action Plan for Shaping the Ranges 2025–2035, which sets out strategic priorities aligned with the Budget 2025–26. This marks the first 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 strategic themes shaped by the Community Assembly's development of our Community Vision. The actions outlined in this plan are designed to activate and support those themes.

To ensure we follow through and deliver on the Council Plan, we will stage specific work through annual action plans alongside each budget, to ensure accountability and financial sustainability.

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

- Implementing the Road Management Plan's inspection and intervention schedule to maintain road safety and reliability.
- Delivering the Urban Rivers and Catchments Program to restore waterways and improve biodiversity of the Upper Maribyrnong Catchment.
- Designing and delivering a business prospectus to attract business to the shire.
- Advocating for the delivery and expansion of accessible, local mental health services, with a focus on under-served cohorts and those at higher risk of poor mental health.
- Reviewing the planning delegations and implementing the recommendations to streamline and enhance service delivery and operational efficiency and better align Council processes with best practice decision making.

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

These community-driven actions are anchored in our five strategic themes: Our Places, Our Environment, Our Economy, Our People, and Our Performance.

We continue 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 measured against what was committed for the prior 12 months. This forms part of Council's accountability framework and is reported through indicators.

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 One (2025/26) Actions

Our Places			
Connected and active places and spaces for everyone.			
Objectives	Priorities to Achieve Objective	What we will do in 2025/26	Council role
Our roads, transport and accessibility enhance our connection.	Deliver roads that anticipate population growth and maintain an efficient road network.	Deliver all road and footpath projects included in the Council Budget.	Deliver
		Advocate for external funding to accelerate delivery of priority transport projects.	Advocate
	Improve frequency and coverage of public transport services across our shire.	Engage with community to confirm public transport service gaps in the east of the Shire and advocate to support improved services.	Advocate
		Engage with the community and advocate to improve bus networks and services in Gisborne.	Advocate
	Plan and deliver programs and infrastructure that support walking, cycling and other active transport. 	Deliver infrastructure upgrades included in the Council budget to improve safety and accessibility and focus forward planning on prioritising active transport projects.	Deliver
		Implement the Road Management Plan's inspection and intervention schedule to maintain road safety and reliability.	Implement
	Invest in transport infrastructure to facilitate connection within and between townships.	Deliver missing footpath links from the shire-wide footpath plan to improve township connectivity within the allocated Council budget.	Deliver
		Deliver the Woodend to Riddells Creek Shared Trails project.	Deliver
Our community infrastructure is accessible, fit for purpose, and meets the needs of current and future generations.	Support people with different needs and abilities to access, understand and navigate transport options. 	Partner with community organisations to promote existing transport options through tailored information for older residents, people with disability, and culturally diverse communities.	Partner
	Support provision of accessible health and wellbeing services. 	Deliver initiatives that improve awareness of, and referral pathways for community members to access health, wellbeing and social supports.	Deliver

Objective	Priorities to Achieve Objective			
	Design and deliver inclusive and accessible spaces that support safety, cultural inclusion, community participation and ownership.		Apply universal design principles, supported by community engagement, in all Year One capital design projects to improve accessibility, and safety and inclusivity where possible and foster community ownership.	Implement
			Commence preparation of the Riddells Creek Recreation Reserve Master Plan to address community infrastructure and open space needs.	Implement
			Deliver a new Open Space Strategy to provide direction to Council for planning and provision of open space within the shire over the next ten years.	Deliver
	Deliver land use planning to attract investment for business and enable a thriving economic environment.		Commence preparation of a development plan and associated planning controls to guide the expansion of the Gisborne Business Park.	Implement
	Enhance economic activity centres with activation, maintenance and improvements that attract and engage visitors and locals.		Implement seasonal planting and landscaping improvements in township centres to improve amenity and attract visitors.	Implement
	Facilitate affordable housing in new developments and existing townships that meet the varied needs of different household types and life stages.		Review and update the Affordable Housing Policy addressing mechanisms to increase affordable housing supply.	Implement
	Invest in, and deliver, sustainable, equitable and accessible community infrastructure.	 	Implement <i>Disability Discrimination Act (DDA)</i> access audit actions and access improvement projects at priority locations.	Implement
			Undertake analysis to identify priority community infrastructure needs for the next five years.	Analyse
	Maintain our assets to be safe, accessible and sustainable, in ways that meet community needs.		Deliver the Year One asset renewal program as per Council Budget based on condition audit outcomes.	Deliver

Objectives	Priorities to Achieve Objective	What we will do in 2025/26	Council role
	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.	Progress the Gisborne Urban Design Framework.	Deliver
	Work with Traditional Owner Groups in accordance with the <i>Aboriginal Heritage Act 2006</i> and the <i>Traditional Owner Settlement Act 2010</i> to ensure appropriate use, stewardship and development of land.	Initiate early engagement with Traditional Owner Groups on selected capital projects to strengthen collaborative relationships and cultural heritage outcomes.	Partner
		Participate in forums and partnerships with Traditional Owner Groups to strengthen relationships and embed cultural heritage outcomes across Council's work.	Partner / Deliver

Our Environment			
Rural and natural surroundings that are cared for and protected.			
Objectives	Priorities to Achieve Objective		
Our natural environment, wildlife, biodiversity and water quality are cared for and protected.	Act to restore and increase native/ indigenous vegetation, land conservation and ecosystems.	Deliver Urban Rivers and Catchments Project to restore waterways and improve biodiversity of the Upper Maribyrnong Catchment.	Deliver
		Review and update the Biodiversity Strategy and commence implementation of key priority actions.	Implement
	Reduce environmental risks including bushfire, storm and flood in all land use planning.	Commence a planning scheme amendment process to implement flood studies for Kyneton, Lauriston, Tylden and Malmsbury prepared by the North Central Catchment Management Authority.	Implement
	Facilitate sustainable water management and quality. 	Promote integrated water management by supporting local stormwater and on-site wastewater management plans with stakeholders.	Advocate
		Review and adjust off-leash and prohibited dog areas to better protect sensitive land and waterways.	Implement
		Deliver/adopt a new onsite wastewater management plan and implementation plan to inform resources.	Deliver
	Reduce negative impacts on the natural environment including weed control/pests/ domestic animals/waste.	Deliver a new Domestic Animal Management Plan (2026–2029) including measures to reduce impacts of dogs and cats on the environment.	Deliver
		Review and update the Weed and Pest Animal Strategy.	Deliver
	Encourage and facilitate sustainable agricultural practices, including regenerative farming.	Undertake a detailed evaluation of the success of the healthy landscapes program to secure ongoing support and funding beyond 2027.	Analyse / Advocate

Objective	Priorities to Achieve Objective		
Our actions against climate change are prioritised and enables the community to act.	Deliver initiatives that lower emissions related to housing, infrastructure and transport.	Deliver Environmental and Climate Grant Programs.	Deliver
	Build capacity and enable the community to take action and understand environmental and financial benefits of reducing our impact on the planet.	Deliver the annual climate, environment and waste engagement program and rebates promotion.	Deliver
Our council act in environmentally sustainable ways.	Progress investments and transition to lower-carbon alternatives.	Complete Year Two review of Counting Down to Zero – Council's Plan to Achieve Zero Net Emissions by 2030.	Deliver
		Undertake a feasibility study on options to lower emissions from fleet, plant and facilities (e.g. reduction is an option).	Analyse
	Learn from and integrate evidence based environmental management practices inclusive of local Traditional Owner Groups and community groups.	Partner with Traditional Owner Groups to increase community knowledge of cultural practices.	Deliver
		Propose investments in environmentally sustainable solutions such as renewable energy, recycled water and climate resilience of infrastructure.	Implement

Our Economy			
Our local businesses and tourism sectors thrive and provide opportunities for everyone.			
Objectives	Priorities to Achieve Objective		
Our local economy and businesses are thriving.	Engage with local businesses, entrepreneurs and industry to support innovation, attract investment, address local needs and deliver economic growth.	Work collaboratively with local businesses and entrepreneurs to identify community-led initiatives that address local needs and deliver economic growth.	Partner
		Advocate for, and deliver, education, employment and training that supports local businesses and entrepreneurs to adapt and grow.	Advocate / Deliver
		Partner with relevant stakeholders (Local/State Government/Federal Government/Private Industry) to develop initiatives that enhance economic prosperity. Year One – partner with selected councils to initiate business opportunities.	Partner
		Design and deliver a business prospectus to attract business to the shire.	Deliver
	Support businesses to be environmentally and economically sustainable.	Promote circular economy case studies that were developed during 2025.	Promote
	Support the growth and maintenance of industries that contribute to health, wellbeing and sustainability such as mental health, allied health, and local food systems. 	Partner with and support mental health and allied health service providers through funding and collaboration to strengthen existing services and attract services to the shire based on community need.	Partner
Our unique identity, agricultural foundation and cultural history are celebrated and promoted.	Promote and attract artistic, cultural and historical activity, events and values that showcase the region and stimulate economic activity.	Explore opportunities to enhance and promote public art across the shire.	Promote
		Run a program of events at Council's creative venues to activate them and promote local artists.	Deliver
	Promote local landmarks and attractions as part of the visitor economy, providing clear, accessible information on how to find and engage with them.	Update promotional information to ensure content is accessible and that tips to support access for different abilities is included.	Deliver

Objective	Priorities to Achieve Objective		
	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.	Contribute to the Goldfields World Heritage Bid and strengthen partnerships with heritage and cultural leaders, including Traditional Owners, to support recognition of places of cultural and historical significance.	Partner
Our community promotes economic equality so that everyone can afford to live well and participate in community life.	Support our local agricultural sector and community partners to deliver affordable local food and reduce food insecurity.	Advocate to the Victorian Government for policy and regulatory change that supports local food production.	Advocate
		Advocate for investment and funding that strengthens local farming viability and supports community-based initiatives to reduce food insecurity.	Advocate
		Implement community-based initiatives and promotion that increases access to and consumption of healthy, affordable food, including practical workshops, campaigns, and partnerships with local organisations.	Implement
	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.	Partner with disability service providers and advocacy groups to deliver initiatives that build employment pathways and increase economic participation for people with disability.	Partner / Deliver
	Support projects that increase local social and affordable housing.	Support housing initiatives with developers and partners that enable the growth of social and affordable housing options.	Partner / Advocate

Our People				
Our community is safe, healthy and well.				
Objectives	Priorities to Achieve Objective			
Our people feel safe, respected and valued, living in a community where violence and discrimination are prevented, and not tolerated.	Deliver inclusive, accessible and culturally safe services and spaces that support participation, reduce discrimination and reflect our diverse community.	 	Undertake an accessibility audit of priority Council facilities and services and implement quick-win improvements to reduce physical and digital access barriers.	Implement
			Deliver staff training on disability awareness, cultural safety and inclusive practice to strengthen Council's role as a welcome and respectful service provider.	Implement
			Enhance exclusive participation by supporting community-led initiatives with and for people with disability, older people, culturally diverse communities, and LGBTIQ+ communities.	Partner
			Embed inclusion, accessibility and cultural safety requirements into Council's project planning and service design processes to strengthen equitable access across programs and facilities.	Implement
	Enable people of all ages and backgrounds, especially those with lived experience, to lead, participate in and shape local decisions.		Review and strengthen Council's engagement practices to ensure inclusive participation for diverse voices.	Deliver
			Develop and promote accessible resources (e.g. Easy English guides, videos) that help community members understand how Council decisions are made and how they can get involved.	Deliver
	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.		Increase community awareness and understanding of family violence by delivering education and engagement initiatives, including the Free from Violence project and activities as part of the annual 16 Days of Activism campaign.	Deliver
			Partner with local health and community services to deliver education and engagement activities that raise community awareness and understanding of gambling harm, alcohol and other drug harm, and broader community safety issues, including participation in state and national prevention campaigns.	Partner / Deliver

Objective	Priorities to Achieve Objective		
	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.  	Work with community and service partners to identify local service gaps and incorporate inclusion, cultural safety and accessibility considerations into Council projects and advocacy.	Partner / Deliver
		Support and empower the community to deliver activities that promote safety, respect and attitudinal change, through Council's programs, partnerships, and delivery of recognition days.	Partner
		Partner with community organisations to strengthen inclusive practices and create culturally safe, equitable and accessible spaces that support community resilience, safety and connection.	Partner
Our people of all ages and abilities have the opportunity to experience positive physical and mental wellbeing.	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.  	Facilitate opportunities for healthier lifestyles by promoting and supporting inclusive sport, active recreation, passive recreation and healthy eating initiatives in partnership with community groups and health services.	Partner / Facilitate
		Review Council's sport and recreation programs and facilities to identify barriers to participation for under-represented groups, working with clubs and partners to implement priority improvements such as fair access to facilities and scheduling.	Partner / Implement
		Progress budgeted activities for Stage 2 of the Macedon Ranges Sports Precinct, with completion expected in Year 2 of the Action Plan.	Deliver
	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.  	Partner with mental health services, community groups and schools to deliver and promote local initiatives that support mental health, resilience and early intervention.	Partner / Deliver
		Advocate for the delivery and expansion of accessible, local mental health services, with a focus on under-served priority groups and those at higher risk of poor mental health.	Advocate

Objective	Priorities to Achieve Objective		
	Support inclusive, community-led initiatives that reduce isolation and build connection, with attention to diversity and accessibility.		Embed accessibility, inclusion and cultural safety into Council's support for community initiatives, ensuring programs reflect the needs of diverse groups.
			Partner with local groups and service providers to co-deliver outreach and connection opportunities in community settings, with a focus on residents at higher risk of social isolation.
			Implement
			Partner / Deliver

Objective	Priorities to Achieve Objective			
Our community and environment are well prepared for emergency events and can respond to and recover from them.	Build community knowledge, skills and leadership to prepare for, respond to and recover from emergencies.		Deliver seasonal communications and community education activities to strengthen household and community preparedness for bushfires, storms, floods and heat events.	Deliver
			Support local leadership and volunteering in emergencies by partnering with the Country Fire Authority (CFA), the Victorian State Emergency Service (SES), Neighbourhood Houses and other community groups to deliver joint training, outreach and recovery initiatives.	Partner
			Strengthen recovery capacity by engaging communities in preparedness planning and promoting shared responsibility for recovery.	Partner / Promote
	Deliver targeted actions to reduce the health, social and environmental impacts of emergencies.		Promote community awareness of the health impacts of heat, smoke and extreme weather through seasonal campaigns and tailored outreach to vulnerable groups.	Promote
			Work with community partners to strengthen preparedness and support systems for residents most at risk during emergencies (e.g. people with disability, older people, carers, and those experiencing disadvantage), including delivery of the Person-Centred Emergency Planning (P-CEP) program.	Partner / Deliver
	Partner with all relevant organisations and businesses, including local Traditional Owner Groups, to strengthen emergency planning response and recovery.		Strengthen partnerships with emergency services, health providers, local businesses and Traditional Owner groups to co-design and deliver culturally safe, inclusive emergency preparedness initiatives.	Partner / Deliver
			Work with community, business and service partners to improve coordination and communication during emergencies, including establishing task-focused working groups to address emerging risks and developing shared resources such as referral pathways and support directories.	Partner



Our Performance

We are accountable, trusted and collaborative.

Objectives	Priorities to Achieve Objective		
Our community experiences customer interactions that are positive, meaningful and accessible and help to shape our organisation's priorities.	Partner with aligned external organisations, businesses and groups to deliver community outcomes.		Implement
	Provide staff with practical tools, training and resources to respectfully and effectively engage externally with diverse community and partners. 	Identify barriers and gaps in our current engagement to ensure customer interactions are positive, meaningful, and accessible.	Implement
	Provide transparent information to the community that improves trust and understanding, and is easy to find, access, use and interpret.  	Streamline community-facing strategies, plans, and policies as they come up for renewal to ensure they deliver meaningful customer interactions, are easy to read, accessible, and link with other council documents.	Implement
		Develop a business case for major overhaul of Council's internet and intranet to increase transparency for community and enhance usability for the organisation.	Develop
	Deliver streamlined service approaches and methods that make interacting and working with Council simple, inclusive, and accessible for community, businesses, and partners. 	Collaborate with stakeholders to implement a business concierge model that improves customer interactions and ensures they are meaningful and accessible.	Partner / Implement
		Develop a new framework for customer and community engagement to increase quality, meaningful, and accessible interactions that shape our priorities.	Develop
		Complete the review of the planning delegations and implement the recommendations of the review along with streamlining and enhancing service delivery and operational efficiency and better align Council processes with best practice decision making for planning matters.	Implement



Objective	Priorities to Achieve Objective		
Our organisation has a safe, healthy and fair culture that drives continuous improvement.	Embed cultural competence, safety, access and inclusion across Council operations and services through enhanced staff capability and organisation-wide practices. 	Implement actions from the Reconciliation Plan (RP) to foster a safer, fairer culture and drive continuous improvement.	Implement
		Review organisational maturity in cultural competence, safety, access and inclusion.	Analyse
	Strengthen organisational knowledge through active sharing and continuous learning and improvement.	Develop a plan to demonstrate a culture of continuous improvement to the community.	Develop
		Develop a shared delivery model across portfolios of services for delivery of Council priorities.	Develop
	Provide tools, targeted development, and training to support staff performance, safety and wellbeing.	Implement a safety and wellbeing training matrix across Council to enhance compliance, support and continuous improvement.	Implement
Our organisation is efficient, collaborative and makes accountable, transparent decisions that serve the best interests of the whole community.	Deliver consistent, reliable, services and operations across all areas of Council that respond to community needs and are financially sustainable.	Report on relevant community feedback and demonstrate delivery of efficiencies and innovations.	Deliver
		Design and enhance a service review program to drive efficiency, reduce costs, and maximise community benefit.	Develop
		Develop a good governance review framework to ensure accountable and transparent decision-making.	Develop
		Develop a consistent service level profile and performance reporting approach.	Develop
	Collaborate effectively across Council and enhance digital capacity to create smarter, more efficient, inclusive and accessible services and customer-focused ways of working.	Review Council's digital platforms to identify gaps and make recommendations to Council on improvements (to enhance efficiency, collaboration, innovation and transparency).	Analyse / Recommend
		Implement process improvements to key processes, using new and existing technology, to improve consistency and the customer experience, including mapping the current state customer experience.	Implement



Objective	Priorities to Achieve Objective			
	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.		Design a program of staff training in inclusive and accessible engagement and stakeholder management to build confidence in working respectfully with people from diverse life experiences and backgrounds.	Develop
	Collect, analyse and use evidence and data in decision-making, service design and delivery, evaluation and reporting.		Develop a data governance framework.	Develop
	Manage organisational risks through clear, coordinated risk management that supports consistent, transparent and accountable decision-making.		Develop an enhanced contract management framework that integrates Council’s risk management process.	Develop
			Develop enhanced reporting and training to deliver improved organisational maturity in risk management culture.	Develop

Year One (2025/26) Indicators



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

Our Places		
Connected and active places and spaces for everyone.		
Objectives	Indicator	If we are successful we will see
Our roads, transport and accessibility enhance our connection.	Percentage of sealed local roads maintained to condition standards and percentage of all assessed to be in poor condition.	Percentage of sealed roads maintained to the condition standard will increase and percentage of all roads assessed to be in poor condition will decrease.
	V/Line number of services provided.	In Year One we will capture a baseline number of services to measure against in Years Two, Three and Four.
	Kilometres of footpath links added.	Delivery of the budgeted kilometres of footpath links each year.
Our community infrastructure is accessible, fit for purpose, and meets the needs of current and future generations.	Asset management condition and accessibility ratings.	In Year One we will capture baseline condition and accessibility ratings to measure against in Years Two, Three and Four.
	Percentage compliance with <i>Disability Discrimination Act</i> (DDA) audits.	In Year One we will capture baseline compliance data to measure against in Years Two, Three and Four.
	Complete all budgeted master plans for FY2025/26.	100% completion of all budgeted master plans.

Our Environment		
Rural and natural surroundings that are cared for and protected.		
Objectives	Indicator	If we are successful we will see
Our natural environment, wildlife, biodiversity and water quality are cared for and protected.	Indicators from Biodiversity Strategy • regrowth post weed spraying (Council land only) • indicator species (wider indication of health of the shire) • indicator species for health of waterways • tree canopy loss or increase across the shire.	In Year One we will capture a baseline for each of the biodiversity areas we are monitoring.
Our actions against climate change are prioritised and enables the community to act.	Municipal Emissions snapshot.	Municipal emissions will decrease.
Our council act in environmentally sustainable ways.	Attendance at environment events and biodiversity strategy events per year.	Attendance at environmental events and biodiversity strategy events will increase.
	Council emissions.	Council emissions will decrease.

Our Economy		
Our local businesses and tourism sectors thrive and provide opportunities for everyone.		
Objectives	Indicator	If we are successful we will see
Our local economy and businesses are thriving.	Number of local (non-chain or franchise) businesses operating.	Number of local businesses operating will maintain (no closures) or increase.
	Gross Regional Product.	Gross Regional Product will increase.
Our unique identity, agricultural foundation and cultural history are celebrated and promoted.	Number of participants engaging in Council-delivered events and programs, by type.	Attendance at Council-delivered events and programs will increase.
	Visitor numbers to the region.	The number of visitors to the region will increase.
Our community promotes economic equality so that everyone can afford to live well and participate in community life.	Unemployment rate.	The unemployment rate for the region will decrease.
	Hardship statistics.	A reduction in the value (by % of total \$) of outstanding debt as a result of uncollected residential rates, fees and charges (e.g. rates, property charges, registrations).

Our People		
Our community is safe, healthy and well.		
Objectives	Indicator	If we are successful we will see
Our people feel safe, respected and valued, living in a community where violence and discrimination are prevented, and not tolerated.	Crime Statistics – Person Victimisation Rate.	Crime statistics will decrease within the region.
	Community Sentiment Survey – How safe have you generally felt in your local area?	The annual Victoria Police community sentiment survey will show an increase in score for feeling safe in the region.
Our people of all ages and abilities have the opportunity to experience positive physical and mental wellbeing.	Participation rate in Council-supported health and wellbeing programs.	In Year One we will capture baseline levels of participation in Council-supported health and well-being programs to measure against in Years Two, Three and Four.



Our Performance		
We are accountable, trusted and collaborative.		
Objectives	Indicator	If we are successful we will see
Our community experiences customer interactions that are positive, meaningful and accessible and help to shape our organisation's priorities.	Partner with aligned external organisations, businesses and groups to deliver community outcomes.	Commence development of a comprehensive stakeholder map for community and businesses, identifying stakeholders and detailing their interactions with Council. Overlay this map with our strategic priorities to better understand and support their needs.
Our organisation has a safe, healthy and fair culture that drives continuous improvement.	Alignment and engagement survey: percentage agreement with overall alignment.	Percentage agreement with overall alignment and engagement from council staff will increase.
	Training and development participation rates.	Staff training and development rates will meet the target percentage for participation each year.
	Staff turnover.	Staff turnover will be within 5% of the benchmark range for similar councils.
Our organisation is efficient, collaborative and makes accountable, transparent decisions that serve the best interests of the whole community.	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.
	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.

Reporting

The Year One 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 6 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 Cobaw Forest

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

Woodend Community Centre

Corner Forest and High Streets, Woodend

Hours: Tuesday and Thursday, 12pm 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.



**Macedon
Ranges**
Shire Council