

DRAFT

Council Plan 2017–2027 (Year Four 2020–2021)



Acknowledgement

We acknowledge that Macedon Ranges Shire is located on Dja Dja Wurrung, Taungurung and Wurundjeri Country whose ancestors and their descendants are the traditional owners of this Country.

We acknowledge that they have been custodians for many centuries and continue to perform age old ceremonies of celebration, initiation and renewal.

We acknowledge their living culture and their unique role in the life of this region.

What is the Council Plan?

The Council Plan outlines our key priorities for the next four to 10 years, and sets out how we will invest in our services and facilities. At the heart of the Council Plan is our vision for our shire, our community and our future. This plan incorporates our Municipal Public Health and Wellbeing Plan, our Disability Action Plan, and aligns with our Budget and Strategic Resource Plan which also guide our decision-making.

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Message from the Mayor and Councillors



Staying connected has always been vital, but is especially important in the light of the coronavirus COVID-19 pandemic.

We all needed to adapt quickly to the sudden changes affecting our community and businesses. Council, like many other agencies, organisations and businesses, took decisive action early on, prioritising health and wellbeing and the safety of residents, especially those who are vulnerable. We understand the economic and social effects the pandemic has had on people, families and groups in the shire. The pandemic has reinforced to us all what really matters and highlighted the power of community. As we navigate our way through this we know that we are indeed all #InThisTogether. Thank you all for your understanding, support and acts of kindness during this challenging time.

This document is the annual update of the Council Plan 2017–2027, which also incorporates our Health and Wellbeing Plan and our Disability Action Plan.

As community and business circumstances have changed due to the emergency, so too has Council's approach to its budget. Our early decisions on which items to prioritise has changed as we look to supporting our community through recovery.

Essential new initiatives and capital works projects have been identified, as well as items that will be deferred for future consideration. This will ensure Council has capacity to support the community and business needs during the pandemic recovery period. This decision has been a challenging one for Council, but it is a responsible course of action to ensure we are in a position to respond to the changing developments of this situation.

When we first developed the Council Plan in 2017, it outlined a vision for the future of the Macedon Ranges. Now in its fourth year, the plan continues to be a document that aims to provide the community with information on particular areas of focus for Council as well as specific actions to be delivered in the coming year. We continue to work together to deliver our overall vision and priorities, and to create a shire strongly aligned with our key themes of liveability, sustainability and efficiency.

This ongoing conversation with the community is central and has never been more important. We remain committed to listening to our community and responding to the diverse ideas, needs and hopes of the shire. It has helped us to shape the actions of this Council Plan (Year 4), as well as the Budget Report and Strategic Resource Plan.

We have worked closely with health and community services in the past year. We have held virtual Council meetings and introduced a new Submitters Committee meeting to provide a more regular forum to hear from community members on submissions made to Council as well as from applicants and objectors to planning applications.

This is the final year of Councillors term before general elections are scheduled to be held for councils across Victoria. At the same time, councils are preparing to implement a series of far-reaching changes for the sector arising from the Local Government Act 2020.

As we release this update on Council's 2017–2027 plan and continue to look to the future of the shire, it is also worth reflecting on, and celebrating, some of the key achievements Council has realised over the last three years.

Some of these achievements include:

- the roll-out of a new Food Organics Garden Organics (FOGO) service and a four-bin waste collection service
- partnering with the Victorian Government, Traditional Owners and the community to deliver the final Statement of Planning Policy and the Hanging Rock Strategic Plan
- adoption of a climate change action plan
- adoption of the Youth Strategy, Visitor Economy Strategy, and Sport and Active Recreation Strategy

Message from the Mayor and Councillors

- progressing the development of our first Reconciliation Action Plan
- advancing the development of the Macedon Ranges Regional Sports Precinct
- significantly expanding our communication capability, increasing the level of engagement and methods of consultation with the community
- advancing action on gender equality, inclusion and accessibility, including work such as Healthy Heart of Victoria project
- ongoing work to implement strategic directions outlined in various masterplans and continued

advocacy on important issues such as heritage protection

- introduction of live streaming of Council meetings
- providing support for the active landcare group networks in our combined efforts to promote sustainable land management.

As we continue to work and move forward together with all that we have learnt, on behalf of Council, I invite you to review the Council Plan, and to share with us your ideas and priorities for the shire and our future.

Councillors



Left to right: Cr Andrew Twaits, Cr Mandi Mees (Deputy Mayor), Cr Helen Radnedge, Cr Janet Pearce (Mayor), Cr Roger Jukes, Cr Natasha Gayfer, Cr Bill West, Cr Jennifer Anderson, Cr Henry Bleeck.

Our Framework

Our vision demonstrates the importance we place on listening to our community, the emphasis on life in its various forms and how we choose to live in the Macedon Ranges.

Based on your feedback we have identified three themes that represent the needs of the community. These themes are aligned with each of the five priorities and link annual actions back to our vision.

Vision

In partnership with the community, protect and enhance life across the Macedon Ranges.

Themes

Liveability:

strengthen community resilience, inclusion, safety, accessibility and connectivity, protect our natural environment, heritage and rural character.

Efficiency:

smart service delivery, asset management and resource allocation.

Sustainability:

consider and respect the needs of current and future generations in all we do.

Priorities

Promote health and wellbeing

Protect the natural environment

Improve the built environment

Enhance the social and economic environment

Deliver strong and reliable government

We will achieve our vision by:

- working in partnership with the community
- using clear and meaningful consultation and engagement practices
- demonstrating sound financial management
- following good governance processes
- making decisions based on evidence
- demonstrating responsible and respectful leadership across all activities
- creating and maintaining a culture of innovation
- advocating to other levels of government and key stakeholders
- allocating resources equitably and sustainably
- using available digital technology to improve our practices.

How we developed our plan

Thank you

Thank you to everyone who took the time to share their ideas and views on the direction they would like us to take. We have listened and believe this Council Plan clearly reflects community priorities.

How we used your input

As a newly elected Council with a strong community focus, we started our consultation for the Council Plan in December 2016 with an online survey, receiving over 1,000 responses. Common themes emerging from this feedback were then discussed at a community workshop attended by 88 residents in February 2017. The outcomes from the workshop, together with the survey responses, formed the basis of an online forum that was open until the end of March 2017. Over 500 people participated in the online forum by voting and commenting on a series of proposed actions, or suggesting their own ideas. During March and early April of that year we also caught up with residents at listening posts across the shire and received written submissions.

We were pleased that we were able to engage with over 2,000 residents on the plan, ensuring it had strong community input and relevance.

Community views collected during each step in the consultation process along with our current strategic plans and documents have informed the development of our priorities.

Our role

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

Local government as a sector plays an important leadership role in advocating to other levels of government on a range of issues in order to meet the needs of our communities. This includes our role at a regional level through partnerships and targeted advocacy via specific groupings, e.g. Peri Urban Councils, Central Victorian Greenhouse Alliance, Local Learning and Employment Network and Waste Management.

We also work in partnership with local agencies and play an important service delivery role that contributes to a strong sense of place, creating safe and accessible communities that promote health and wellbeing.

Health and wellbeing

We are committed to helping create a community in which people of all ages and abilities can achieve optimal health and wellbeing. Under the *Public Health and Wellbeing Act 2008*, all councils are required to prepare a municipal public health and wellbeing plan. In recognition of the importance we place on our role we have integrated our Health and Wellbeing plan into our key guiding document – the Council Plan.

Health and wellbeing is not just the absence of disease or illness. Our priorities reflect our understanding that health and wellbeing is influenced by a complex combination of an individual's physical, mental and emotional state; and broader social, cultural, economic and environmental factors¹. Everything Council does has the potential to positively influence community health and wellbeing. Some of our actions may not be measurable in the short term but are expected to have long term, intergenerational benefits.

We cannot achieve a healthy, harmonious community alone. We worked with our partners in early 2017 to collect and analyse people's views on community health and wellbeing. Using this and other health and wellbeing data as a starting point, we reviewed the state and federal government policy contexts, current Council strategic documents and work that is currently underway before determining our health and wellbeing priorities. These are:

- mental health and suicide prevention
- preventing violence against women through encouraging gender equality
- healthy eating
- physical activity
- social connection and inclusion.

These align with state and federal government health and wellbeing priorities.

The background document Health and Wellbeing in the Council Plan 2017-2027 (available on Council's website) describes how we determined our priorities.

Building a healthy and harmonious community requires the involvement of a whole range of organisations as well as the participation of community members themselves. We will work in partnership with our community, other agencies and levels of government to promote health and wellbeing. This will include, but is not limited to, working with existing partnerships such as the Macedon Ranges Health and Wellbeing Partnership Group, Macedon Ranges Suicide Prevention Action Group, Macedon Ranges Local Safety Committee and the Loddon Mallee Prevention Network.

¹World Health Organisation, www.who.int/about/mission/en and www.who.int/social_determinants/em/

How we developed our plan

cont.

Disability

Council is committed to working alongside our community to create a place where people of all ages and abilities can achieve optimal health and wellbeing.

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

This Plan needs to focus on:

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

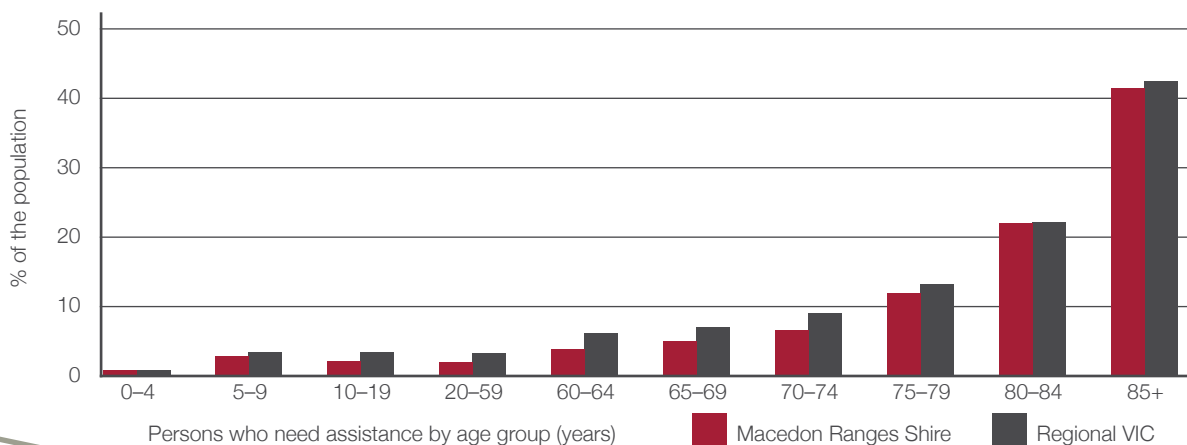
The DAP was embedded into the Council Plan in 2019/20. The approach aims to ensure that disability remains a priority across all areas of Council business. The actions listed in our DAP are designed to have broad impact and will be reviewed annually.

Disability in our shire

People with a disability make up 18.4% of the Victorian population. The number of people with a disability is expected to continue rising due to population growth, ageing and increased life expectancy.

In 2016, 1,882 people or 4.1% of the population in Macedon Ranges Shire reported needing help in their day-to-day lives due to disability compared to 6.0% for the whole of regional Victoria. (ABS Census of Population & Housing 2016.)

* Need for assistance with core activities, 2016



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (usual residence data). Compiled and presented in profile.i.d, the population experts.

Council Plan priorities

A disability perspective is applied in the delivery of all Council services and activities. In addition, the Council Plan incorporates a range of actions that are targeted specifically to achieving positive outcomes for people with a disability.

All of these actions are aligned with one or more of the five priority areas of the Council Plan.

Working with others

People with disabilities and their families and carers, along with the community more broadly, have been consulted in development of DAP content. Input was collected through a series of focus groups, a survey on Council's website, emails, telephone input and individual interviews at events and in individual meetings.

A report on the inclusive consultation process is published on Council's website.

Governance

Councillors and Council's Executive Team will sponsor and promote the DAP. Progress and outcomes will be reported through the Macedon Ranges Shire Council Annual Report and quarterly business reports. Our work is measured annually against the Performance Statement in the annual report and the community rates our performance through the annual Community Satisfaction Survey.

Our Priorities



1. Promote health and wellbeing

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



2. Protect the natural environment

We will protect our natural environment through proactive environmental planning, advocacy and policy to address climate change, support biodiversity, enhance water catchment quality, and manage waste as a resource.



3. Improve the built environment

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



4. Enhance the social and economic environment

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



5. Deliver strong and reliable government

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

Our priorities:

1. Promote health and wellbeing

- Promote mental health
- Encourage gender equality
- Foster social connection and inclusion
- Celebrate and respect Indigenous culture
- Promote healthy eating
- Facilitate physical activity
- Contribute to community safety
- Support volunteers
- Foster arts and culture
- Continue to improve access and quality of change rooms
- Increase our capacity to provide accessible facilities and services
- Increase awareness of disability across the community and promote an understanding of the diverse and valuable contributions made by people with disabilities and their carers

Why are we doing this?

We want Macedon Ranges residents to be mentally and physically healthy and active.

How will we do this?

Improving individual and community health and wellbeing requires a whole of community response and by working together we will:

- reduce the stigma associated with mental ill-health, suicide and suicide prevention, making it easier for people to seek help and support
- raise awareness of the link between gender inequality and violence against women
- improve opportunities for all community members to be heard, participate in their community and influence outcomes
- help volunteers feel more supported, welcomed and valued in their role
- increase participation in Reconciliation and NAIDOC week activities
- promote and provide healthy food and drink options across the shire
- improve infrastructure for walking and cycling across the shire
- maintain the high level of community satisfaction in emergency and disaster management
- increase the number and diversity of opportunities for our communities to participate in arts and culture
- increase the number of change room facilities upgraded to be more accessible to all
- ensure people have opportunities for passive recreation and leisure activities in open spaces.

What you've told us

Bike paths are a great way to get more people cycling –especially families, kids, and people who are not really confident on the roads.

We need to ensure there are a range of resources and opportunities for young people to engage with their community.

Why not enhance existing recreational areas with facilities geared more for the mobility challenged e.g. outdoor games tables and additional seating in parks.

We should encourage volunteerism–utilise their particular areas of expertise.

People with disabilities are much more 'accepted' as part of the community than they used to be, especially by young people. (Person with a disability and their parent)

It is good when Council sponsor social and cultural events for us. "More fun stuff!" (People with disabilities, carers and support workers)



Our priorities:

2. Protect the natural environment

- Address climate change mitigation, resilience and adaptation
- Protect biodiversity
- Enhance waterways and water catchment quality
- Manage waste as a resource
- Proactive environmental planning and policy
- Embed environmental sustainability principles across all Council operations
- Improve access of people with disabilities to Council managed reserves

Why are we doing this?

We want to lead by example and improve environmental outcomes in all aspects of life.

How will we do this?

We will:

- reduce Council's greenhouse gas emissions as indicated in Council's Climate Change Action Plan
- implement best practice conservation management techniques to protect biodiversity and manage threats
- increase awareness and action for responsible and sustainable land management practices across the shire, aiming to improve the health of land and waterways
- maintain the high level of community satisfaction with Council's waste management
- implement Council's Environmental Management Plans across our bushland reserves
- prioritise local species in new public plantings wherever possible
- preserve the landscape quality of vistas
- protect and enhance rural and agricultural lands
- continue to apply best practice and partnerships to protect and enhance biodiversity and the natural environment.

What you've told us

It is crucial that we continue to manage bushland reserves responsibly. We must prioritise and protect it before it all disappears.

Establish a tip shop – it may also reduce the amount of hard rubbish incorrectly disposed.

Encourage businesses and residents to go solar.



Our priorities:

3. Improve the built environment

- Foster township character and care for resources of historical significance
- Improve local roads
- Balance maintenance and renewal of community assets
- Plan for improved recreation and community facilities using environmentally sustainable designs
- Advocate for improved environmental performance in new developments
- Advocate for better access to public transport
- Increase walking and cycling connectivity
- Encourage multi-use recreation and community facilities
- Improve access to our spaces and streetscapes
- Increase the number of accessible parking spaces

Why are we doing this?

We want to manage infrastructure in a sustainable and efficient way that supports the delivery of services to our residents and visitors, now and into the future.

How will we do this?

We will:

- implement the Macedon Ranges Protection Advisory Committee recommendations in partnership with the Victorian Government
- reduce the asset renewal gap* from 2017 levels
- maintain the annual community satisfaction levels with recreational facilities
- maintain the annual community satisfaction levels with appearance of public areas
- maintain the annual community satisfaction levels with the condition of local roads and footpaths
- continue advocacy efforts to other levels of government about current and future transport needs across the shire
- progress construction of primary pedestrian and cycling networks for each town
- implement ecologically sustainable development principles for improved environmental performance in new developments.

*The asset renewal gap is calculated from the actual expenditure on infrastructure assets compared to the expenditure required to maintain the assets in a serviceable condition. If the renewal and maintenance expenditure does not increase sufficiently to match the growth of the asset base created through new construction and acquisition there will be an asset renewal gap.

What you've told us

All development should be consistent with town character...to ensure we do not lose our existing character.

I'm a 90 year old resident and I'd love to be able to walk around my town on safe, connected footpaths.

Funding to support and upgrade sports facilities is vital as these clubs are often the fabric of the community. Sport keeps people active in our community. Modern and well maintained facilities attract players and keeps them playing for longer.

Yes, let's create communities where most kids can walk to school—ease road congestion and grow healthier, happier, more independent kids.

Council can show leadership by embracing the importance of community spaces being accessible to all members of the community (Service coordinator).



Our priorities:

4. Enhance the social and economic environment

- Encourage economic vitality (tourism, agribusiness, buy local, local employment options)
- Promote housing diversity
- Consider socio-economic disadvantage
- Attract strategic investment that is consistent with Council's vision
- Encourage business diversity and growth
- Advocate for improved communications infrastructure
- Support local industry sectors that align with our vision and principles
- Promote positive community attitudes and behaviours

Why are we doing this?

We want to encourage and support the social and economic development of the shire.

How will we do this?

We will:

- increase the opportunities for people to work locally
- enhance the economic impact of tourism in a way that is consistent with Council's planning and environmental objectives
- support appropriately designed diverse housing types
- advocate on behalf of residents experiencing socio-economic disadvantage
- attract strategic investment that aligns with Council's vision
- identify gaps in business diversity and encourage new businesses
- continue to advocate for improved communications infrastructure across the shire.

What you've told us

Time to be innovative and leaders in a sustainable way of living.

Our shire is a great place to live and work. It has great features and people so we need to encourage more travellers to come and visit and stay a while.

Council should assist small businesses to succeed and provide employment locally.

The importance of economic development and job creation needs to be recognised in terms of the contribution it makes to the wellbeing of our community. We have a real opportunity with tourism – it's essential Council continues to support the continued development of this industry.



Our priorities:

5. Deliver strong and reliable government

- Demonstrate accessible and responsive customer service
- Make responsible and evidence-based decisions
- Demonstrate sound financial management
- Deliver people-focused services
- Attract, retain and support a skilled workforce
- Increase participation of people with disabilities in community engagement activities
- Strengthen interdepartmental and cross organisational relationships to ensure early linkages

Why are we doing this?

We want our community to have confidence in the way we govern and make decisions.

How will we do this?

We will:

- maintain our high level of responsiveness to requests for services and information
- increase community satisfaction with Council decisions being made in the best interests of the community
- increase community satisfaction with Council's community consultation and engagement
- achieve Auditor-General assessed financial sustainability outcomes in the low risk range for all indicators
- maintain a low level of workforce turnover and an organisational structure that best supports efficient Council operations
- build skills that support accessible and inclusive service
- increase access to information and continue to build on recent technological improvements to support communicating and working together
- strengthen the Health and Wellbeing Advisory Committee role in regard to disability inclusion.

What you've told us

All Council meetings should be recorded and uploaded onto the website the next day. This would make it easier for non-attendees to get up to date with the happenings within the shire.

Listen to all people in the community. Keep all residents well informed.

Please ensure Council has open, transparent meetings and decision making processes.

It would be beneficial to have people who represent diversity sitting around the table for (Council) decisions (Person with a disability).

Council is seen as the hub for information about the local community and this information should be accessible for people with disabilities (Service coordinator).



Evaluation and reporting

Our Year Four Action Plan consists of a range of actions that will contribute to our achievement of our priorities and vision.

The action plan shows only a small part of what we will do in the coming year—with many other activities contributing to our priorities, themes and vision.

We will monitor our progress towards completing these actions and report back to the community each quarter in various ways, including formal reports to Council.

We will also report on our performance against the targets identified against each of our priorities in our annual report.

We commit to communicating our progress, both positive and negative, to the community through our many communication channels, including media releases, our website and social media.

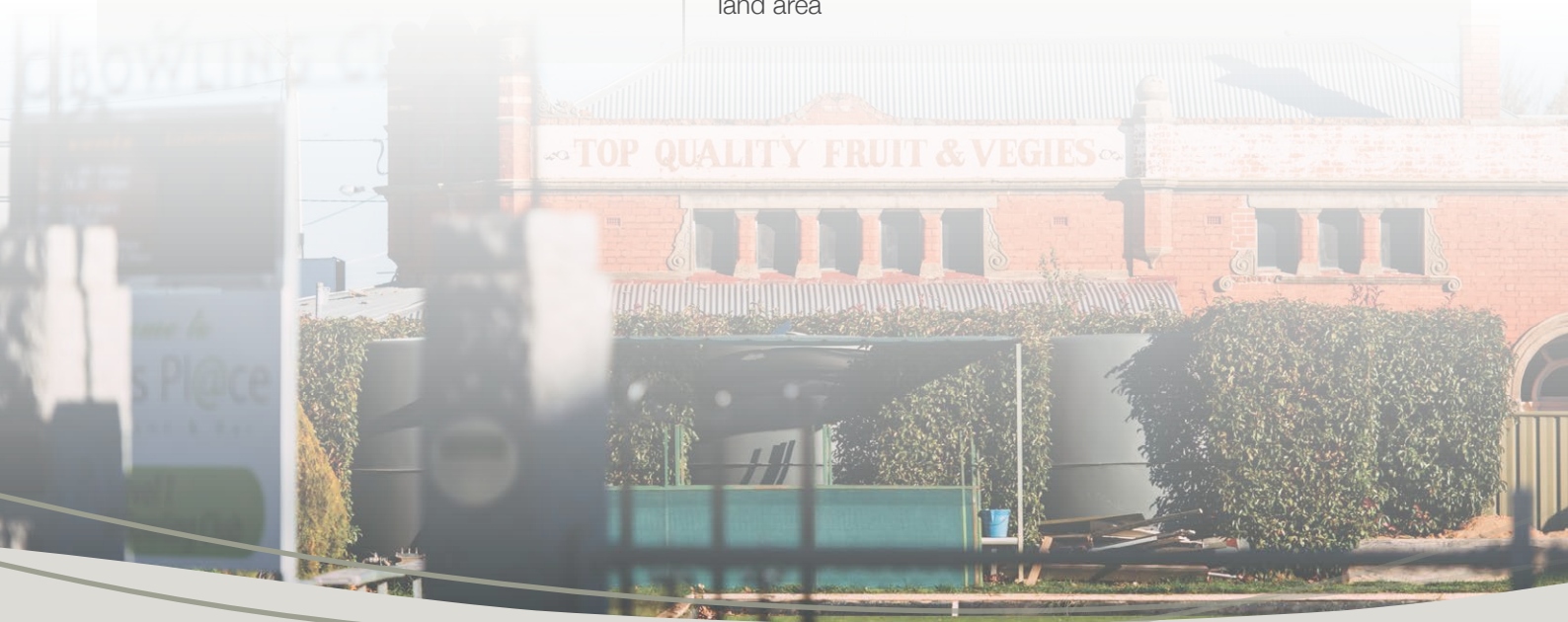


Year Four 2020–21 action plan

Priority area 1	Actions
<p>Promote health and wellbeing</p> <p>We will contribute to positive health and wellbeing in our community by proactively supporting mental health, the prevention of violence against women, healthy lifestyles for all ages and abilities, social connection/inclusion, volunteers, community safety, and arts and culture.</p>	<ul style="list-style-type: none"> • Work with the Victorian School Building Authority to create additional capacity to support the roll-out of three-year-old kindergarten • Advocate for funding to commence construction of a rail trail and off road cycling and walking track from Woodend to Hanging Rock • Continue to demonstrate leadership in advancing gender equality through the implementation of MRSC Gender Equality Action Plan
<p>Strategies we will pursue:</p> <p>Promote mental health Encourage gender equality Foster social connection and inclusion Celebrate and respect Indigenous culture Promote healthy eating Facilitate physical activity Contribute to community safety Support volunteers Foster arts and culture Continue to improve access and quality of change rooms Increase our capacity to provide accessible facilities and services Increase awareness of disability across the community and promote an understanding of the diverse and valuable contributions made by people with disabilities and their carers</p>	<ul style="list-style-type: none"> • Through the Healthy Heart of Victoria initiative, implement the Free Inclusive Training (FIT) project to get more people more active more often • Building on the work of the Healthy Heart of Victoria initiative, continue to embed health and wellbeing in Council’s policies and decision-making processes • Leadership of Move It Aus – Better Ageing Program across Loddon Mallee Region, seeking to engage more older people in regular physical activity • Advance Indigenous reconciliation through working with Recognised Aboriginal Parties on the implementation of Council’s Reconciliation Action Plan • Continue to increase community awareness and resilience in relation to mental health including by supporting the activities of the Macedon Ranges Suicide Prevention Action Group • Continue to increase visibility of diversity in our community across our publications and communications through a refresh of Council’s photo and video library • Continue to monitor the implication of aged care reform on Council’s role supporting older people

Priority area 2	Actions
<p>Protect the natural environment</p> <p>We will protect our natural environment through proactive environmental planning, advocacy and policy to address climate change, support biodiversity, enhance water catchment quality, and manage waste as a resource.</p> <hr/> <p>Strategies we will pursue:</p> <p>Address climate change mitigation, resilience and adaptation Protect biodiversity Enhance waterways and water catchment quality Manage waste as a resource Proactive environmental planning and policy Embed environmental sustainability principles across all Council operations Improve access of people with disabilities to Council-managed reserves</p>	<ul style="list-style-type: none"> • Undertake Emissions Reduction Energy Audits of Council buildings to inform preparation of a Zero Net Emissions Strategy and Action Plan and to inform future building upgrades and retrofitting works • Roll out Stage 2 of Food Organics Garden Organics (FOGO) kerbside collection and continue to reduce waste to landfill • Implement the first stage of works from the Romsey Five Mile Creek Masterplan including upgrading the Pohlman Street footpath and associated landscaping to improve the visitor experience of the creek corridor • Commence an asset management condition assessment of existing Council Water Sensitive Urban Design (WSUD) assets • Continue review of Vegetation Protection Overlays with Stage 2 completed by 30 June 2021 • Work toward amending the Planning Scheme to introduce new policy and planning controls to implement the Significant Landscapes Study • Continue delivery of a program of community climate change action plans across the shire’s townships, building on the success of the previous program in Malmsbury and the current project in Woodend • Commence phase 2 of Council’s Single Use Plastics Project and implement a range of actions to phase out single use plastics, based on the audit findings and action plan completed in Year 3 (2019/20) • Deliver the second round of regenerative agriculture workshops and speaker nights, and continue to provide individual sustainable farming advice to land owners as a part of Council’s Healthy Landscapes for Healthy Livestock project funded by through the Commonwealth Government’s National Landcare Program

Priority area 3	Actions
<p>Improve the built environment</p> <p>We will maintain our built environment – including roads, paths, buildings, open space and other assets – in a fiscally, environmentally and socially sustainable way. This includes effective land use planning, which has a direct impact on the liveability of our shire.</p>	<ul style="list-style-type: none"> • Pursue opportunities to purchase open space land along Bunjil Creek in Gisborne • Complete design for the Macedon Ranges Sports Precinct Project • Continue to maintain and renew community building assets through the delivery of the building renewal capital works program
<p>Strategies we will pursue:</p> <p>Foster township character and care for resources of historical significance</p> <p>Improve local roads</p> <p>Balance maintenance and renewal of community assets</p> <p>Plan for improved recreation and community facilities using environmentally sustainable designs</p> <p>Advocate for improved environmental building standards for developments</p> <p>Advocate for better access to public transport</p> <p>Increase walking and cycling connectivity</p> <p>Encourage multi-use recreation and community facilities</p> <p>Improve access to our spaces and streetscapes</p> <p>Increase the number of accessible parking spaces</p>	<ul style="list-style-type: none"> • Continue to improve continuous accessible paths of travel to key destinations such as recreation, community facilities, schools and business areas • Progress the Gisborne Structure Plan incorporating Neighbourhood Character Study and Town Centre Urban Design Framework Plan to Council for decision and consider implementation into the Macedon Ranges Planning Scheme • Progress the Romsey Structure Plan to Council for decision and consider implementation into the Macedon Ranges Planning Scheme • Progress the Kyneton Town Centre Urban Design Framework to Council for decision and consider implementation into the Macedon Ranges Planning Scheme • Progress the Planning Scheme Amendment to incorporate the heritage study for Woodend, Lancefield, Macedon and Mount Macedon into the Macedon Ranges Planning Scheme • Continue to implement the funded Romsey Ecotherapy Park Stage 2 project with Regional Development Victoria and the community • Following completion of the feasibility study in 2019-20, work with the community and seek funding for resourcing to revitalise the Woodend Library and community centre and associated land area



Priority area 4	Actions
<p>Enhance the social and economic environment</p> <p>We will foster economic vitality in a way that promotes positive individual and community health outcomes, including business diversity; housing, transport and employment options. Investment attracted to the shire will be consistent with Council’s vision.</p> <hr/> <p>Strategies we will pursue:</p> <p>Encourage economic vitality (tourism, agribusiness, buy local, local employment options)</p> <p>Promote housing diversity</p> <p>Consider socio-economic disadvantage</p> <p>Attract strategic investment that is consistent with Council’s vision</p> <p>Encourage business diversity and growth</p> <p>Advocate for improved communications infrastructure</p> <p>Support local industry sectors that align with our vision and principles</p> <p>Promote positive community attitudes and behaviours</p>	<ul style="list-style-type: none"> • Subject to Council adoption and within existing resources, commence implementation of actions contained in year one of Council’s Economic Development Strategy • Progress the Gisborne Business Park Development Plan through the Gisborne Structure Plan • Progress the Rural Land Use Strategy (incorporating the ‘In the Farming Zone Strategy’) to Council for decision and consider implementation into the Macedon Ranges Planning Scheme • Continue to support local Business and Tourism Associations (BATAs) and the Agribusiness Forum, and look to re-establish a BATA in Gisborne. • Work with community and other stakeholders in considering the recommendations outlined in the Lancefield Megafauna Interpretation Centre feasibility study • To continue to increase the engagement of the business community, refresh the annual Macedon Ranges Shire Council Business Awards, including by making changes to the award categories



Priority area 5	Actions
<p>Deliver strong and reliable government</p> <p>We will demonstrate the qualities of good governance including a clear vision and culture, transparency, respect, consistency, accountability and responsiveness.</p> <hr/> <p>Strategies we will pursue:</p> <p>Demonstrate accessible and responsive customer service</p> <p>Make responsible and evidence-based decisions</p> <p>Demonstrate sound financial management</p> <p>Deliver people-focused services</p> <p>Attract, retain and support a skilled workforce</p> <p>Increase participation of people with disabilities in community engagement activities</p> <p>Strengthen interdepartmental and cross organisational relationships to ensure early linkages</p>	<ul style="list-style-type: none"> • Following commencement of the new Local Government Act: <ul style="list-style-type: none"> – Develop Governance Rules for adoption by Council by 1 September 2020 – Draft and begin consultation on, a new Community Vision (for adoption by or before 31 October 2021) – Draft, and begin consultation on, a new Council Plan (for adoption by or before 31 October 2021) – Develop and adopt a suite of new governance-related policies and procedures as required by the new Act, including a Community Engagement Policy, Public Transparency Policy, and Chief Executive Officer Employment and Remuneration Policy – Review and adopt revised Instruments of Delegation to delegate Council powers, duties and functions to Council staff – Review and adopt revised Instruments of Delegation, and implement any required transition processes, for delegated committees of Council • Support the delivery of a robust general election on 24 October 2020 in accordance with VEC service plan requirements, including through the implementation of appropriate election (caretaker) period arrangements • Implement initiatives to support local government election candidates, and deliver a comprehensive induction program for new councillors, to support the continuation of strong governance in the shire • Monitor statutory planning services processing / decision times to ensure we achieve the statutory timeframes set by the Planning & Environment Act 1987. Target to be achieved is 70% of applications determined within 60 statutory days • Continue to develop a whole of organisation process mapping and framework • Continue to identify and implement agreed actions from employee surveys • Continue to progress initiatives to embed organisational values into policies and processes of the organisation • Ensure compliance with legislative external reporting and disclosure obligations and ensure internal reporting frameworks are delivered to demonstrate transparency to the community • Support and implement initiatives that will strengthen the Health and Wellbeing Advisory Committee’s capacity to ensure a disability perspective in its considerations • Include disability training in the development of a whole-of-organisation training calendar • Investigate improvement to Council’s online information, including options to increase the use of HTML-based content and increasing the accessibility of online forms • Review Council’s Complaints Handling Policy to ensure a flexible approach that assists people with varying abilities to outline their concerns in a variety of ways • Provide a package of support measures for the community and local businesses to assist the shire’s recovery from the COVID-19 pandemic

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