



**Macedon
Ranges**
Shire Council

ATTACHMENTS

**Council Meeting
Under Separate Cover**

Wednesday, 23 July 2025

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Draft Domestic Animal Management Plan 2026-29



Date of Adoption			
Adoption Method	<input type="checkbox"/> Council	<input type="checkbox"/> Executive	
CEO Signature		Date	
Manager	(Name and title)		
Department			
Unit			
Term	(As a guide, the term of a strategic plan should be determined by the anticipated length of time that will be required to complete the strategies within it.) (Insert term here)		
Last Endorsement Date			
Nominated Review Period		Every four years in accordance with legislative requirements	
Next Endorsement Date	Insert date by which this plan must be reviewed and approved.		

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.

DOCUMENT HISTORY	Version	Date	Author
Initial Draft			
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1.Introduction

What is a Domestic Animal Management Plan?

All Victorian Councils are required by the Domestic Animals Act 1994 (the Act) to prepare and implement a four-year Domestic Animal Management Plan (DAMP) to guide decision making regarding animal management for dogs and cats.

This four-year DAMP builds on the DAMP 2021-2025. It provides a framework for the planning, development, and evaluation of animal management services and programs delivered by Macedon Ranges Shire Council to comply with the requirements of the Act.

It is a legislative requirement that the DAMP addresses the following:

- Set out a method for evaluating whether animal control services provided by the council are adequate to give effect to the requirements of the Act and regulations
- Outline programs for the training of authorised officers
- Outline programs, services and strategies to:
 - Promote and encourage responsible pet ownership of dogs and cats.
 - Ensure that people comply with the Act, regulations and other relevant legislation.
 - Minimise the risk of attacks by dogs on people and animals.
 - Address over-population and high euthanasia rates for dogs and cats.
 - Encourage the registration and identification of dogs and cats.
 - Minimise the potential for dogs and cats to create a nuisance.
 - Effectively identify all dangerous, menacing and restricted breed dogs and ensure these dogs are kept in compliance with the Act and regulations.
- Provide for review of existing orders and Local Laws made under the Act
- Provide for the review of any other matters related to the management of dogs and cats.

- Provide for periodic evaluation of the plan

Why have a plan?

Council recognises that pets play an important role in many people's lives in our community. Pets are often viewed as members of the family providing companionship and benefiting overall health and wellbeing. Council strives to support pet owners, including the promotion of the health and social benefits of responsible pet ownership. This is done while ensuring that our environment and lifestyle are protected from any potential negative impacts of domestic animals.

The Macedon Ranges Domestic Animal Management Plan aims to ensure that people can live harmoniously with the dogs and cats in our community. The plan recognises and carefully balances the needs of pets, pet owners and those who don't own pets. The plan is designed to respond strategically to community needs and help protect the natural environment that makes the Macedon Ranges such a special place to live and work.

How does the plan fit in with the Council Plan?

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

- Connecting communities
- Healthy environment, healthy people
- Business and tourism
- Delivering strong and reliable government

The Draft Domestic Animal Management Plan 2021 - 2025 aligns with the Council Plan 2021 – 2031 by setting out objectives that support Council's strategic priorities.

** Note at the time of drafting this plan, a new Council Plan and Community Vision were under development.*

Relevant legislation that guides animal management

- Domestic Animals Act 1994, associated Regulations, and Codes of Practice
- Macedon Ranges Shire Council Community Local Law 2023
- Planning and Environment Act 1987
- Prevention of Cruelty to Animals Act 1986, associated Regulations, and Codes of Practices

In addition to above, the Council Dog and Cat Order 2019 was made by the Macedon Ranges Shire Council under sections 25 and 26(2) of the Domestic Animals Act 1994 on 27 November 2019 and came into operation in 2020.

How does the plan fit with State Policy objectives?

In developing this plan, careful consideration was given to the Victorian State Government’s strategic priorities and policy objectives, including the Victorian Animal Welfare Action Plan, the Victorian Cat Management Strategy 2025-2035 and anticipated new animal protection legislation (currently the Animal Care and Protection Bill).

Gender Impact Assessment

In accordance with the Gender Equality Act 2020, a Gender Impact Assessment has been conducted in relation to the subject matter of this report.

It is recommended that action is taken to endorse the draft Domestic Animal Management Plan 2026 – 2029 for further community consultation. Additionally, based on findings from the gender impact assessment, it is also recommended that as far as is practical, that action is taken to ensure that plan is inclusive, accessible, and responsive to the diverse needs of all community members.

Specifically, it is recommended that:

The draft Domestic Animal Management Plan 2026 – 2029 includes activities that:

- Embeds officer training on identifying and responding to abuse and family violence as part of its development plans.
- Supports equitable access through continuation of low-cost cat desexing programs, fee waiver programs (e.g. 1st free ride home program) and a review of registration fees for desexed pets.

It is further recommended that the next round of community consultation on the draft Domestic Animal Management Plan 2026 – 2029 is designed and promoted in a way to ensure inclusive participation across genders.

This recommendation will deliver more inclusive and accessible animal management services and programs for the local community.

2. Our Framework

Vision for the next four years

In partnership with the Macedon Ranges community, provide for the best possible interactions between pets, people and the environment.

The following principles help guide our work:

- **We recognise the physical, mental and social benefits that pets bring.**

Our activities recognise the importance of pets in our community and their positive role in our overall health and wellbeing, both physically and mentally. We support and encourage residents to enjoy the companionship of their pet dogs and cats.

- **We balance the needs of pets, pet owners and those who don't own pets.**

We consider the different needs of those who own pets and those who don't and strive for a fair balance in activities and actions relating to animal management.

- **We protect the environment from any negative impacts from domestic pets.**

Our activities aim to protect our native fauna and flora by reducing the impacts of dogs and cats on the natural environment.

- **We work in partnership with the community, agencies and organisations to enhance and promote responsible pet ownership.**

We partner with a range of agencies and organisations that work with dog and cat owners, or deliver services in our community, to promote and support responsible pet ownership.

- **We promote high standard of animal welfare.**

We will educate and raise awareness in our community about pet owners' responsibility to ensure a high standard of animal welfare for all animals in their care

3. Our Shire

Macedon Ranges Shire is approximately 60km north-west of Melbourne and covers an area of 1,750 square kilometres. Macedon Ranges Shire is on the land of three traditional owners, the Dja Dja Wurrung, Taungurung and Wurundjeri peoples.

The Macedon Ranges population is spread across nine towns and several smaller settlements. The largest towns are Gisborne, Kyneton, Lancefield, Romsey and Woodend. About 35% of people in Macedon Ranges live outside a town boundary in a rural setting. Over the next 10 years, the Macedon Ranges population is expected to increase by approximately 18% to reach 60,864 by 2031. Most of this population growth is projected to occur in the south and south-east of the shire.

The Macedon Ranges Shire is renowned for its rural character, semi-rural lifestyle, landscapes and forests, and unique natural features such as Hanging Rock and Mount Macedon.

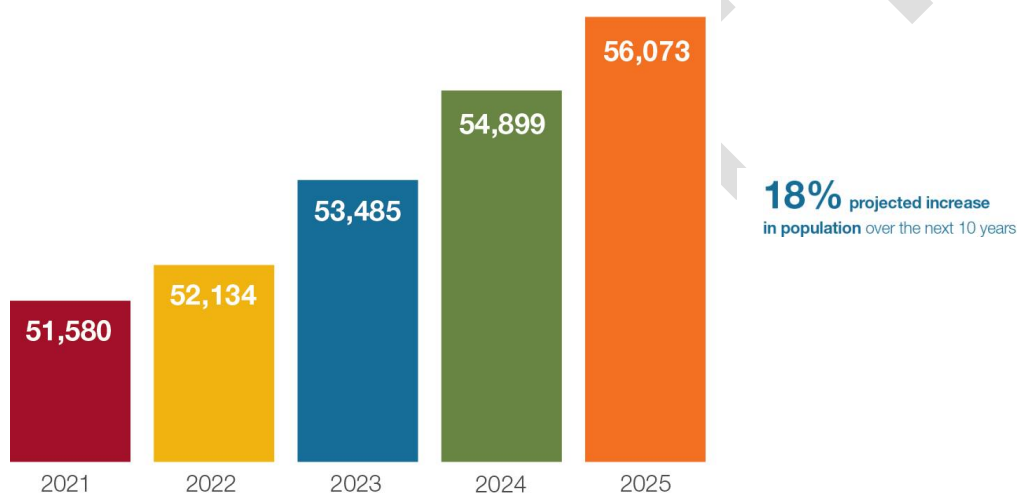


As the shire grows and urban growth extends into rural areas, there will be increasing pressure to protect the natural environment and preserve rural lifestyles. Community expectation for services and facilities is changing as the population grows. Residents moving into rural areas are not always aware of the impacts that pets can have on wildlife and livestock, and those living closer to townships want to see more facilities and services that support residents with pets. Our animal services, programs and infrastructure must continue to evolve and improve to meet these challenges.

Shire population growth and demographics

Population growth over past five years (estimates)

Year ending 30 June



Source: Australian Bureau of Statistics, Regional Population Growth

4. How we developed this plan

Review of the previous plan

In developing this plan, we started by looking at what had been achieved in the Domestic Animal Management Plan 2021 - 2025 and what initiatives have been successful. Of the activities listed in the previous plan, most were delivered.

Key initiatives delivered as part of the 2017 – 2021 DAMP included:

- The introduction of Council's responsible pet ownership campaign; 'For the Love of Paws'
- Improved community signage for dog on-leash and off-leash areas
- Introduced a campaign including dog poo signage in problematic areas, highlighting the need for dog owners to pick up after their dog
- Conducted community consultation to review current designated dog off-leash and prohibited areas, with adjustments to be considered by Council for the 'Dog and Cat Order 2019'
- Consulted with other Councils with 24-hour cat containment requirements to better understand opportunities and impacts
- Continued with reduced fee pet registration incentives
- Delivered Council's first low-cost cat desexing day in partnership with the Regional Community Vet Clinic
- Continued to improve pet care education materials
- Increased enforcement activities to address dogs wandering, dog attacks and nuisance issues.

Community Consultation

Central to the development of this plan is input from the community. A consultation plan was developed to guide how we would consult with the community on this plan, setting out two stages of community consultation.



What you told us

The initial stage of community consultation has helped guide development of this Draft Domestic Animal Management Plan 2026-2029, now released for further community feedback.

Stage one of the community consultation was conducted from 1 April to 28 April 2025. During stage one, Council sought input from the community, industry groups, special interest groups, and key stakeholders to help inform actions and priorities to be included in the draft plan.

Key Themes












Key themes from the feedback received included:

- A call for more education and promotion in general. Particularly focus on topics such as nuisance behaviours in dogs, effective control of dogs in public places, dog on-leash requirements, dog poo requirements, cat containment (requirements and the how-to), reducing nuisance behaviours in cats, and cat trapping.
- Support for improved provisions for dogs and their owners in public places (170+ prioritised this in their top 5 dog initiatives).
- Support for education and supports for cat owners re: cat containment (210+ prioritised this in their top 5 cat initiatives).
- Consistent mentions re: dog off leash areas needing attention:

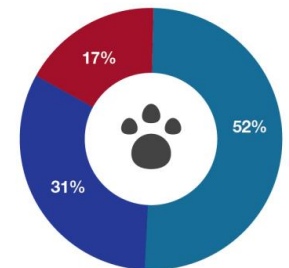
- Lack of fenced, secure off-leash dog parks (particularly in Romsey, Lancefield, Gisborne, Woodend, Kyneton) – 87 mentions.
 - Support for fenced dog off-leash areas (suggested locations including Lancefield, Romsey, New Gisborne, Gisborne, Kyneton) - at least 52 mentions.
 - Concerns about current off-leash areas being unsafe, unfenced and/or poorly located - 40 mentions.
 - Lack of fenced, secure off-leash dog parks (Romsey, Lancefield, Gisborne, Woodend, Kyneton) – with a further 87 mentions.
- 66% support for Council introducing a 24-hour cat curfew (survey response). 2 written submissions also supported this, while 3 opposed.
- 79% support for Council introducing mandatory cat desexing requirement (survey response). 1 written submission also supported this, while another 2 called for cat desexing initiatives.
- Enforcement – call for increased enforcement, specifically in relation to dog on leash requirements, wandering/ aggressive dogs, collection of dog poo, and trespassing cats. Lack of resourcing (rangers/staff) was mentioned 30 times at the dog section of the survey, and 50 times in the cat section of the survey.
- Educational pop-up sessions to support pet owners.
- Wildlife concerns - flagged dogs chasing kangaroos or affecting local fauna and cats killing native birds, lizards, frogs and small mammals, especially in areas near bushland and waterways.
- Dog waste management: while appreciation towards dog poo bag dispensers and signage already provided was noted, more bins and/or better waste management continued to be requested/mentioned.
- Desexing initiatives - calls for council to consider future low-cost desexing opportunities (mostly for cats – but dogs also mentioned)
- Pet registration incentives - calls for council to consider pet registration incentives & recognition/reward for responsible pet owners.

The current status

Overview

Total Number (1/7/2023 – 30/6/2024)		 Dogs	 Cats
	Registered (10/4/2024 – 9/4/2025)	11,698	3,336
	Declared Dangerous and Menacing	6	N/A
	Reports officers responded to	1,397	445
	Impounded	245	185
	Returned to owner by Ranger	125	20
	Reclaimed from Council	39	7
	Reclaimed via Lost Dogs' Home	24	9
	Rehoused, adopted or rescued	38	99
	Euthanised	19	53
	Cat traps hired	N/A	68

Annual animal outcome 2023–24



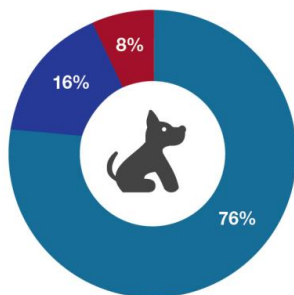
■ Returned to owner or reclaimed
■ Rehoused, Adopted, Rescued
■ Euthanised

Number of **Registered Domestic Animal Businesses** 2023–24



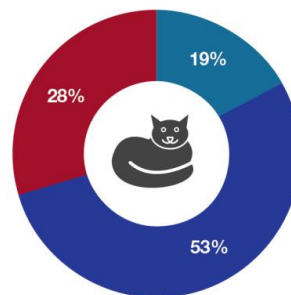
Breeding and rearing	0
Pet shops	1
Training establishments ...	3
Shelters and pounds	1
Boarding establishments	4
Boarding and training establishments	2

Annual impounded dog outcome 2023–24



■ Returned to owner or reclaimed
■ Rehoused, Adopted, Rescued
■ Euthanised

Annual impounded cat outcome 2023–24



■ Returned to owner or reclaimed
■ Rehoused, Adopted, Rescued
■ Euthanised

Animal Management Staffing and Structure

Animal management is the responsibility of the Local Laws Unit at Council as part of the Safer Communities Department. Animal management makes up approximately 60% of the work undertaken by the unit. There are four fulltime Local Laws Officers, a Senior Local Laws Officer and a Coordinator who undertake operational and enforcement activities. In 2024, a new Senior Proceedings Officer joined the team to lead prosecutions. In addition, a Senior Local Laws Support Officer and two EFT Business Support Officers provide administrative and customer support. One part time Community Compliance Officer (parking officer) also supports the team with dog off-leash patrols, and casual or agency support staff are utilised as required to meet operational demands.

The Local Laws Unit provides a limited emergency after-hours service every day throughout the year. As part of the after-hours service, Officers are on call to attend emergencies such as threatening dogs, dog attacks and injured animals. Additionally, Officers provide phone support for lost and found pets to reunite pets with owners quickly and attend to collect found animals between 8.30am to 5.30pm when Council cannot contact owners.

5. Training of Authorised Officers

Legislative Context – Domestic Animals Act 1994, Section 68A(2)(b) - Outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of the Domestic Animals Act 1994 in the Council's municipal district.

Current Situation

Due to the size of the shire, officers are allocated service areas that incorporate both rural and urban areas. Officers are required to have a sound understanding and knowledge of a range of Acts and laws, including Council's Community Local Law 2023, and apply this knowledge to various situations. Apart from administering and enforcing these laws, officers need to communicate, educate and support community members effectively, defuse difficult situations, safely handle animals, assess animal welfare, and perform many other duties.

Over the past four years, officers have experienced a rise in occupational violence incidents from unreasonable and aggressive behaviour by members of the public. New equipment, including safety vests, body-worn cameras, two-way radios, and GPS tracking with duress systems, have been deployed for officer safety.

Addressing the need to properly train and equip officers for exposure to increasing rates of family violence and mental health issues in the community is a key priority.

A wide range of training is offered and provided to all officers. Training ensures they are equipped to respond to the demands of their roles and can work effectively in conjunction with other agencies.

Current and Ongoing Training Activities

Macedon Ranges Shire Council's current officer training and development activities are prepared in consultation with Council's Learning and Development team and staff. Training and development programs are designed to ensure all officers have the necessary training and qualifications to undertake their role.

Training needs are reviewed annually at both team and individual levels and included in personal development plans. Officers receive training through various formats, including certificate courses, webinars, workshops, and corporate e-learning. Topics include:

- Animal handling and compliance
- Occupational Health and Safety (OH&S)

- Occupational violence and de-escalation
- Self-defence
- First Aid and CPR
- Conflict of interest
- Privacy and information handling
- Child Safe Standards
- Bullying and harassment

Council recognises the links between animal cruelty and human violence and is committed to providing training for officers in recognising abuse.

Our Plans

Objective: Ensure Local Law Officers have the skills necessary to support the community and effectively perform their regulatory role.

Activity	Commence	Evaluation
Provide updated training to Local Laws officers in application of the Domestic Animals Act 1994, associated Regulations, and other relevant animal legislation.	ongoing	Local Laws staff will undertake regular training to enhance skills for enforcing legislation and application of any legislative changes.
Retain membership with the Australian Institute of Animal Management for Local Laws staff.	ongoing	Local Laws staff will have access to industry resources and webinars to expand knowledge in best practice animal management and welfare.
Ensure all Local Laws staff attend Mental Health First Aid training or undertake a refresher course.	ongoing	New staff will undergo training within 12 months of employment, and all staff will have refresher training every three years.
Local Laws staff will complete a minimum of one workshop, training session or webinar annually relevant to animal management or welfare.	ongoing	Annual development plans will include a workshop, training session or webinar specific to be completed.
Ensure all Local Laws staff complete available training to create awareness about signs of abuse situations towards people and animals (E.g. family violence, child abuse, elder abuse).	ongoing	Available workshops and training are built into annual training program.
Offer microchipping course for eligible Local Laws Officers	ongoing	Support eligible Local Laws staff with completing the Implant Microchip in Cats & Dogs qualification course.

6.Registration and Identification

Legislative Context – Domestic Animals Act 1994, Section 68A(2)(c)(v) - Outline programs, services and strategies to encourage the registration and identification of dogs and cats. Other Sections addressed are 68A(2)(a),(c)(ii),(d), and (f).

Current Situation

Council's priority is to ensure all lost dogs and cats can be returned quickly to their owners. Current pet registrations and microchips are essential in enabling this to occur. The quick return of a pet reduces stress on the owner and pet, prevents a potential nuisance or injury occurring, and lessens costs of impounding animals.

As of 2021, there were 18,960 occupied dwellings in the shire. The *Animal Medicines Australia Pets in Australia: A national survey of pets and people* survey conducted in 2022 indicates 48% of Australian households own at least one dog (average 1.3 per household), and 33% of households own at least one cat (average 1.6 per household). From this, we can infer that there are an estimated 11,830 dogs and 10,010 cats residing in the shire.

Generally, there is a high compliance rate of pet owners registering their dogs in the shire. Unfortunately, there are still many lost dogs impounded by Council that do not have current Council registration.

The number of cats registered is much lower than the number of dogs registered, and far below the estimated number of cats residing in the shire. The much lower rate of registrations results in very low identification and reunification rates for impounded cats. Despite most cats entering our pound being friendly, most are not reclaimed by owners and need to be rehomed. Cat identification and registration continues to be a key focus to improve reunification rates.

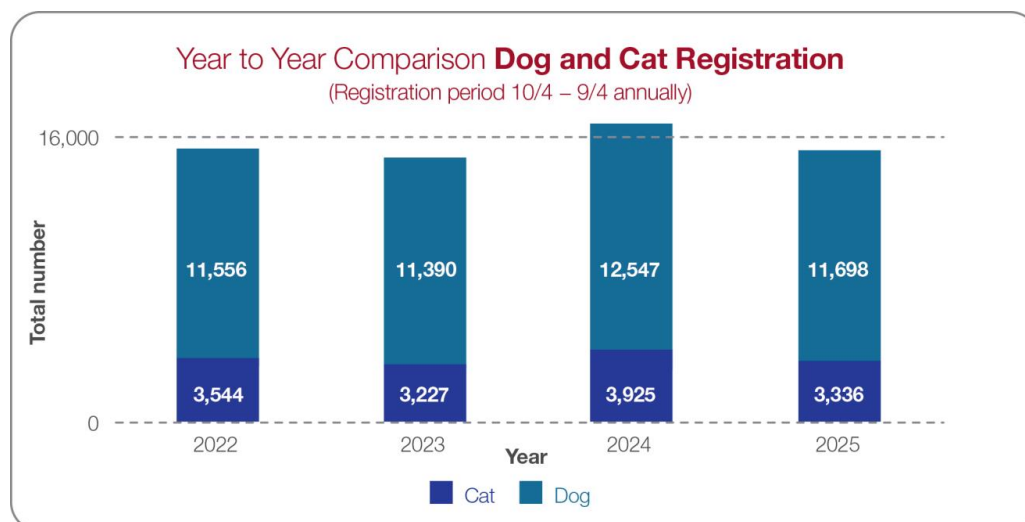
The number of dogs and cats registered in the shire increased in 2024 due to increased compliance follow ups, but registration numbers dropped back down to prior levels the following year when compliance follow ups decreased, demonstrating the need for annual pro-active compliance checks.

Council has a 24-hour holding facility within the municipality for any dogs and cats that cannot be reunited with their owners immediately. Officers aim to return as many dogs and cats as possible in the field without these animals entering a pound. Where a direct return is not possible, animals are generally held for 24 hours (except on weekends, public holidays, and high fire risk days) while officers try to locate an owner to reclaim directly from Council.

22

Council partners with the Lost Dogs Home to provide shelter care and rehoming services for pets that Council have not successfully been reunited with owners locally.

Data for the number of dog and cat registration for the last four years:



Our Orders, Local Laws, Council Policies and Procedures

Local Laws:

Community Local Law 2023 – Division 3 Animals – Clause 56 regulates the number of dogs and cats that can be kept at a property without a permit depending on the land size.

Council Policies and Procedures

- Annual registration renewal and reminder notices, including the setting of fees.
- Legislative requirement for registration of dogs and cats at the age of three months.
- A mandatory fee structure is set out in the Domestic Animals Act 1994 as a legislative requirement, and Council sets the fee amount through its annual budget process.

Current Education and Promotion Activities

- Promotion of registration requirements through various communication methods, including the Shire Life newsletter, local papers, community newsletters, Council's website and social media channels.
- Mailing / emailing out animal registration renewal and reminder notices annually to currently registered animals, follow-up phone calls, and property visits.
- Reduced fee incentive for owners who adopted their dog or cat from a registered animal shelter.
- First year free desexed cat registration incentive.
- Information in new resident kits.
- New pet registrations and registration renewals can be completed online, including payments.

Current Compliance Activities

- Requiring impounded animals who are unregistered to be microchipped and registered prior to release.
- Microchip database searches cross checked with Council pet registration records.
- Contacting owners who have adopted or purchased new pets to obtain registration.
- Investigating complaints.
- Issuing notices for animals found to be unregistered.
- Issuing infringements for animals found to be unregistered.
- Prosecuting owners of unregistered animals where infringements remain unpaid and/or animals remain unregistered.

Summary

Macedon Ranges Shire Council's priority is to return lost pets to their owners as quickly as possible. Council aims to increase the number of animals registered across the shire, emphasising increasing the number of cats registered.

During consultation, the community told us that they wanted to see more incentives for responsible pet owners. In response, we have continued registration and the 1st free ride home incentive programs.

Our Plans

Objective: Develop strategies in partnership with other agencies and organisations to increase Council registration and identification of dogs and cats.

Activity	Commence	Evaluation
Continue first year free registration initiative for desexed cats.	ongoing	Encourage cat desexing and registration by waving first year registration fees for desexed cats. Promote initiative to help increase cat registration numbers.
Continue "First ride home free" program (previously named "1st free ride home" program in 2021-2025 DAMP)	ongoing	Continue fee waiver incentive program for impounded pets with current Council registration and no prior offences (conditions apply) Explore a history reset initiative, where pet owners may become eligible again for the free ride home program as an incentive for responsible pet ownership.
Pet registration fee benchmarking	2026	Review desexed pet registration fees against similar Councils for the 2026-2027 budget cycle.
Partner with local veterinarians and other pet care providers to promote the benefits of pet registration	2026	Collaborate with local veterinarians, dog trainers, and other pet care professionals servicing the community to develop strategies to improve information available about Council's lost/found pet services and pet registration incentives.
Pet registration enforcement checks via phone and home visits	ongoing	Annual dedicated pet registration compliance checks targeting non-renewals, microchipped animals not registered and randomised door knocks for unregistered pets – aimed at increasing compliance with pet registration requirements.

7. Responsible Pet Ownership and Reducing Nuisance

Legislative Context – Domestic Animals Act 1994, Section 68A(2)(c)(i) - Outline programs, services and strategies to promote and encourage the responsible ownership of dogs and cats. - also addresses 68A(2)(a),(c)(ii),(c)(vi),(d),(f)

Current situation

The purpose of the *Domestic Animals Act 1994* is to promote animal welfare, the responsible ownership of dogs and cats, and the protection of the environment. The Act contains regulatory provisions to address dog and cat nuisances relating to noise, trespassing and wandering animals. The Macedon Ranges Shire Council *Community Local Law 2023* also has provisions that control animal nuisances such as limiting the number of cats and dogs that can be kept on any one property. The Local Law also defines how animals must be housed and the requirement for dog walkers to carry poo bags and pick up their dog's waste when in public places.

Reports about straying and nuisance issues from dogs and cats are back up to pre-pandemic levels, but it is encouraging that we have not experienced a greater increase as many Councils have reported.

Dog on-leash and effective control requirements came into operation from 1 January 2020, and the sunset-to-sunrise cat curfew from 1 July 2020 as part of the *Council Dog and Cat Order 2019*, which was during the backdrop of COVID-19. From 2024, we launched Council's 'For the Love of Paws' campaign educating owners about topics such as on-leash requirements and promoting dog poo collection. Many signs and footpath decals were installed across popular dog-walking and off-leash area locations reminding dog owners of their obligations.

Council is currently reviewing its designated off-leash and prohibited areas, which was an action in the *DAMP 2021-2025*. Proposed alterations to off-leash and prohibited areas are planned to be presented for further community consultation before final changes are adopted and gazetted.

Feedback as part of the off-leash area consultation and for the current DAMP development continues to highlight the strong community demand for more off-leash areas and fenced off-leash dog parks. Many other councils have dog off-leash area policies and plans to strategically inform the planning of open space for people and dogs. Council proposes as an activity in this plan to explore development of a dogs and open space policy.

For dogs, community feedback continues to highlight concerns about dog poo in public places, dogs being walked off-leash in on-leash areas, and dogs not under effective control. In the first round of consultation for the DAMP, survey respondents showed support for prioritising dog initiatives focussed on:

- Education around reducing nuisance behaviours in dogs (eg. Barking, escaping, problematic behaviours etc)
- Education and promotion on effectively controlling dogs in public places
- Provisions for dogs and their owners in public places
- Education around picking up dog poo
- Education and promotion of dog on-leash requirements
- Enforcement for on-leash requirements, wandering dogs, and in relation to collection of dog poo

For cats, there are still significant concerns about the impact of cats on wildlife and nuisance issues from wandering cats. In the first round of consultation for the DAMP, survey respondents showed strong support for prioritising cat initiatives focussed on:

- Education and supports for cat owners Re: cat containment
- Education around reducing nuisance behaviours in cats (e.g. escaping, wildlife protection, and problematic behaviours etc)
- Low-cost cat desexing opportunities
- Education and promotion of Councils cat containment requirements
- Supporting residents with addressing trespassing cats (eg.cat trapping)

There is strong support from respondents for Council to introduce a 24-hour cat containment requirement (66% of respondents) and mandatory cat desexing requirement (79% of respondents). An action from the previous DAMP was to seek feedback from Councils with 24-hour cat containment requirements with 15 Victorian Councils providing feedback about their experience as follows:

What Worked Well:

1. Wildlife Protection & Environmental Benefits
 - Many councils reported fewer stray cats and return of birds and native wildlife, especially in rural and semi-rural areas.
 - Some councils highlighted increased safety for cats (fewer car accidents and injuries).
2. Improved Compliance & Enforcement Power
 - Councils could enforce the law without needing to issue a Notice of Objection, streamlining the process.
 - Greater power to act on trespassing cats was a common benefit.
 - Responsible pet ownership improved, with higher rates of cat registration.
3. Public Support & Education Success
 - Councils that framed the curfew around cat welfare (e.g., longer lifespans, health benefits) reported better public buy-in.
 - Education campaigns (e.g., brochures, DIY enclosure info, pop-up events) proved successful.
4. Administrative & Cost Efficiencies
 - Councils that framed the curfew around cat welfare (e.g., longer lifespans, health benefits) reported better public buy-in.
 - Some councils saw reduced costs after the initial education phase.
 - Curfews were easier to manage than timed curfews (no need to prove when a cat was at large).

What Didn't Work Well:

1. Community Resistance

- A small but vocal minority believed it was cruel to confine cats or ignored the curfew entirely.
- Some cat owners refused to reclaim cats due to cost or lack of desexing/microchipping, especially in lower socio-economic areas.

2. Increased Workload

- Enforcement challenges grew with rising trap requests, complaints, and the need for officer time and resources.
- Initial rollout required major effort in communication, material distribution, and officer preparation.

3. Limited Impact in Some Areas

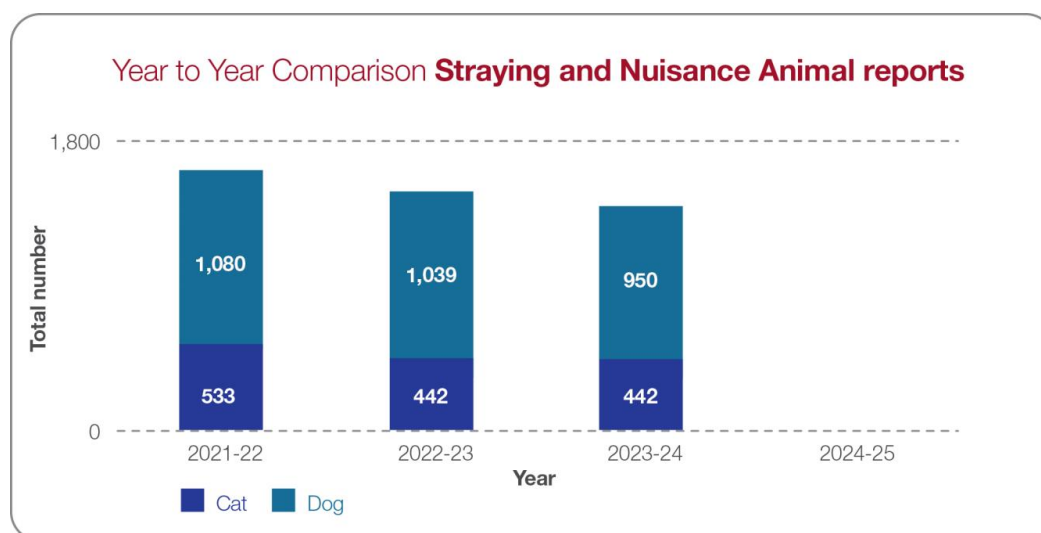
- Some councils reported no significant changes in impound or reclaim rates.
- Remote rural trapping operations occasionally skewed data (e.g. 84 cats trapped in 2 weeks in a rural zone).

4. Infrastructure & Resourcing

- Many councils faced pressure to provide free or subsidised cat cages/traps, leading to demand outweighing supply.
- Storage, veterinary care, and follow-up for unclaimed cats created additional burdens.

In considering the strong community support and positive results reported from other Councils with 24-hour cat containment, Council is proposing to progress an amendment to Council's Dog and Cat Order 2019 to extend the current sunset-to-sunrise containment requirement to a 24-hour containment requirement, with sufficient time to support cat owners with transitioning to the new requirements. Council proposes to further explore the merits of introducing a compulsory desexing requirement for cats prior to being able to register them.

Council is committed to providing a 'pet friendly shire' recognising the physical, mental and social benefits that pets bring while striking the right balance in resolving nuisance issues. Education remains a high priority to encourage responsible pet ownership and help community members solve nuisance issues early without the need for Council intervention.



Our Orders, Local Laws, Council Policies and Procedures

Council Order and Local Law

Council Dog and Cat Order 2019 made under sections 25 and 26(2) of the Domestic Animals Act 1994 came into operation from 2020 – established dog leashing and effective control requirements, designated off-leash areas, the sunset-to-sunrise cat containment requirement, and designated prohibited areas for cats and dogs.

Community Local Law 2023 – Part 2

7 – Use of Council Land and Roads

Clause 7(1) A person using Council land or a road must comply with any conditions of use applied to that land or road by the Council and notified by way of signs

Division 3 – Animals

Clause 53 Keeping of Animals - regulates how animals are kept to ensure amenity and prevent nuisance issues from occurring.

Clause 56 Number of Animals - regulates the numbers of dogs and cats that can be kept at a property without a permit depending on the land size.

Clause 57 Dog Excrement – requires a dog owner to carry a litter device and collect and dispose of any animal excrement when on a road or council land.

Current Education and Promotion Activities

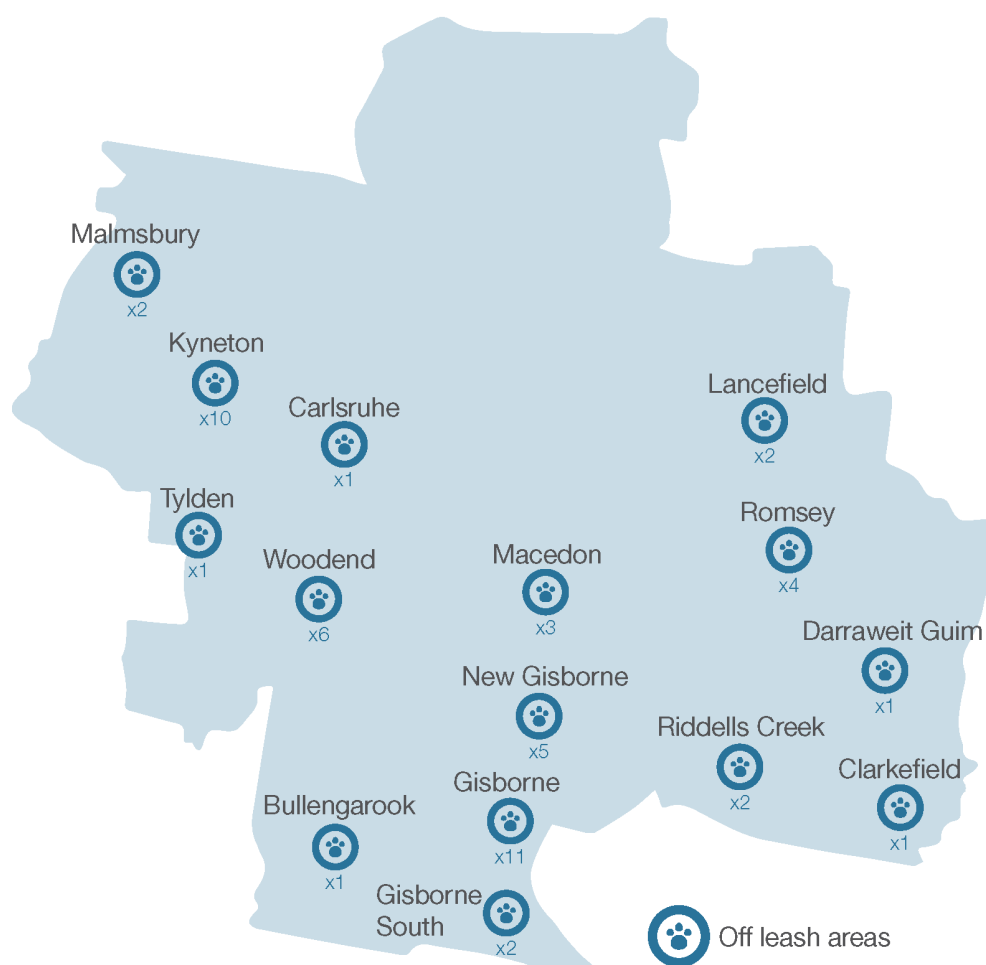
- For the Love of Paws responsible pet ownership campaign launched in 2024 in digital and print platforms – topics included dogs on-leash on footpaths, picking up dog poo, cat curfew and cat confinement. Expansion of the campaign into new topics and mediums are planned.
- Education about dealing with nuisance issues through various communication methods, including Shire Life newsletter, local papers, community newsletters, Council's website and social media channels.
- Extensive dog on and off-leash area information available on Council's website, and printed maps at Council operated service and information centres.
- Promoting the cat trapping program.
- Providing information relating to cat containment and enrichment.
- Providing advice to owners and recommending they seek advice from professional dog trainers and animal behaviourists about dealing with nuisance issues such as barking, anxiety, and escaping.
- Encouraging the desexing of cats and dogs to reduce wandering.
- Providing dog poo bags in key parks and reserves.

Current Compliance Activities

- Investigating nuisance complaints and ensuring minimal timeframes.
- Sending out barking dog formal complaint statements and barking dog logs. Deploying barking monitoring devices to corroborate the existence of a nuisance.

- Issuing notices to comply, notices of objection and infringements where necessary.
- Periodic targeted patrols in popular dog-walking and exercise areas.
- Providing cat trapping programs to residents.
- Impounding wandering dogs and working with owners to address causes.

Dog off leash areas



Summary

Council aims to reduce nuisance issues in the shire by developing a range of programs, services and initiatives that support those who have pets enjoy the benefits they bring but also support the safety and amenity of all residents.

Our Plans

Objective 1: Balance the needs of dog owners and the community to ensure community wellbeing, amenity and safety are enhanced.

Activity	Commence	Evaluation
Expand the For the Love of Paws responsible pet ownership campaign	2026 - 2029	Expand the education campaign to include new topics aimed at addressing common dog nuisance issues and preventing unwanted behaviours Explore opportunities to expand the reach of the campaign
Implement changes following review of schedules one and two of the Dog and Cat Order 2019.	2026	Amend Council's Dog and Cat Order 2019 Schedules One and Two pending adoption from Council
Implement further initiatives to improve dog poo collection compliance	2026 ongoing	Review of poo bag and bin provisions to support a more effective model. Further community education about Local Law requirements to always carry dog poo bags and collect/dispose of dog waste, encouraging less reliance on Council's bag dispensers. Continue targeted enforcement of Council's Community Local Law 2023 - Clause 57
Strategic planning for dogs and people in open space	2027	Progress development of a policy/plan to better inform provisions of open space across the shire for dogs and people. (contingent on budget allocation)
Outreach activities - microchipping, pet registration and responsible pet ownership	2026 and ongoing	Implement a face-to-face outreach program for officers to promote responsible pet ownership, support microchipping and updating contact information, and educate about the benefits of pet registration. (E.g. at markets, dog training locations, events)
Enhance in field education and enforcement capabilities.	2027 - 2028	Deferred from previous DAMP - Expand mobile PinForce capabilities to issue on-the-spot warnings and infringements for animal offences.

Objective 2: Improve cat care and welfare to reduce nuisances and environmental impacts caused by cats.

Activity	Commence	Evaluation
Expand the For the Love of Paws responsible pet ownership campaign	2026 - 2029	Expand the education campaign to include new topics aimed at addressing cat welfare, desexing, identification, and encourage containment. Explore opportunities to expand the reach of the campaign
Support cat owners with transitioning cats from free roaming to contained for improved cat welfare and protecting the environment.	2026 - 2027	Develop and implement a dedicated communications plan aimed at educating the community about responsible cat ownership, cat containment, understanding cat behaviour, and improving cat welfare.
Review cat trap hire program.	2027	Improve the availability, coordination and distribution of cat traps. Explore online booking system.
Work in partnership with industry stakeholders to continue offering low-cost cat desexing and microchipping programs.	Ongoing	Offer Council subsidised low-cost cat desexing and microchipping programs annually, and targeted discount vouchers throughout the year aimed at reducing feral / semi-owned cats. Provide info for NDN providers in region. Explore further opportunities for reduced cost desexing initiatives – eg. last litter programs
Introduce a 24-hour cat containment requirement	2028	Amend Council's Dog and Cat Order 2019 to require containment of cats to the owner's property 24 hours.
Explore introduction of mandatory cat desexing under Sec 10A of the Domestic Animals Act 1994	2028 - 2029	Assess the need for and effectiveness of introducing mandatory desexing for cats to inform activities for inclusion in the next Domestic Animal Management Plan 2030-2034

8. Dog Attacks

Legislative Context – Domestic Animals Act 1994, Section 68A(2)(c)(iii) - Outline programs, services and strategies to minimise the risk of attacks by dogs on people and animals

- also addresses 68A(2)(a),(c)(i),(c)(ii),(d),(f)

Current Situation

Council Authorised officers are primarily responsible for investigating dog attacks on people and animals within Council's jurisdiction and legislative authority. Other state authorities may have investigation responsibilities in the circumstances involving attacks related to hunting, attacks on wildlife, intentionally setting a dog to attack, or where attacks occur in State or National Parks.

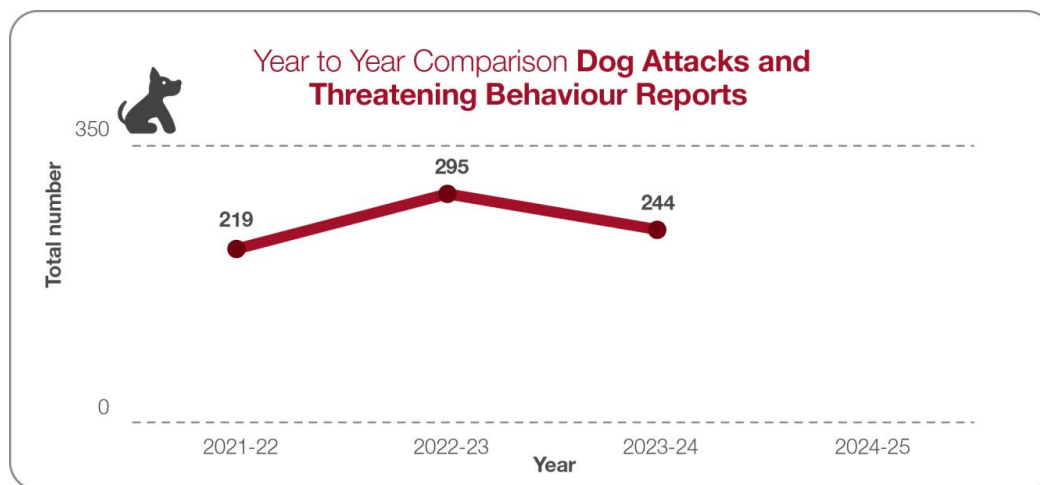
Minimising the risk of dog attacks is a key priority for Council as the safety of all members of the community is paramount. Council is committed to protecting and enhancing the community safety in relation to aggressive and inappropriately behaved dogs.

Officers respond to reports relating to dog attacks/rushes and aggressive wandering dogs as a matter of urgency 24-hours a day, every day throughout the year. Dog attacks are investigated thoroughly, and officers are trained to collate all evidence relating to an attack to formulate a brief, which includes obtaining statements, photographs/video evidence, and vet/medical reports, and expert behaviour reports.

Through the active promotion of responsible pet ownership and early intervention for problem dogs, dog attacks and threatening dog reports continue to be at low levels although have started to increase to pre-COVID levels. Dog attacks on livestock and wildlife continue to be a problem in rural areas.

There is a clear link between dogs that are not adequately secured to the owner's property and dog attacks. The majority of attacks occur when a dog is outside its property. In most cases, owners indicate to Officers that their dog had never shown aggression before.

Responsible pet ownership practices are critical in minimising dog attacks and keeping our community safe for people and animals.



Our Orders, Local Laws, Council Policies and Procedures

Council Order and Local Law:

Council Dog and Cat Order 2019 made under sections 25 and 26(2) of the Domestic Animals Act 1994 came into operation from 2020 – establishes dog leashing and effective control requirements

Community Local Law 2023 – Division 3 Animals– Clause 56 regulates the numbers of dogs and cats that can be kept at a property without a permit depending on the land size

Council Policies and Operational Procedures – Authorised Officers prioritise dog attack responses accounting for immediate and ongoing risks, and the need to preserve evidence. Initial contact from a Local Laws team member occurs the same day of the report to triage and determine an appropriate operational response.

Current Education and Promotion Activities

- Education about minimising dog attacks through various communication methods, including Shire Life newsletter, local papers, community newsletters, council's website and social media channels.
- Providing information at Council offices and in new resident packs.
- Promoting the effective confinement and control of dogs.
- Promoting puppy/dog socialisation and obedience training.

Current compliance activities

- Responding to stray/wandering/unsecure dog reports throughout the Shire.
- After hours response to all reports of dogs attacking or showing aggression.
- Investigating all alleged dog attacks and rushes.
- Ensuring suspected attacking dog/s are effectively secured or seized pending investigation/prosecution outcome.
- Impounding wandering/unsecured dogs and working with owners to resolve the cause.
- Issuing warnings/infringements for wandering or unsecured dogs.
- Prosecuting and/or declaring dogs that bite or attack.
- Recording data of reported dog attacks in the municipality.

Summary

Minimising the risk of dog attacks on people and animals in the shire is a key community safety program.

Our Plans

Objective: To minimise the incidence of dog attacks in the community.

Activity	Commence	Evaluation
Promote prosecution activities and outcomes for dog attacks to act as a general deterrent.	ongoing	Work with Council's communications team to appropriately promote prosecution activities and outcomes to the community.
Continue to pursue formal declarations and/or court prosecutions for dogs involved in serious or repeated instances of rushes or attacks.	ongoing	In accordance with Council's Compliance and Enforcement Policy, take appropriate legal action to ensure community risk is reduced, specific deterrence is achieved, and that dogs involved in attacks are effectively controlled and contained.
Local Laws Officers will work directly with owners of higher risk dogs to reduce escalation of behaviours leading to dog bites/attacks.	ongoing	Further develop and implement early intervention strategies and tools for use by Officers to directly support dog owners in addressing behavioural issues that can lead to attacks.
Promote dog bite prevention programs for children	2026 and ongoing	Direct promotion to schools about availability of the Victor & Victoria's Pet Town program.

9. Dangerous, Menacing and Restricted Breed Dogs

Legislative Context – Domestic Animals Act 1994, Section 68A(2)(c)(vii) - Outline programs, services and strategies to effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and to ensure that those dogs are kept in compliance with this Act and the regulations.

- also addresses 68A(2)(a),(c)(i),(c)(ii),(d),(f)

Current situation

Council has four declared menacing dogs currently registered within the Shire. There are no declared dangerous or restricted breed dogs registered.

Declared menacing dogs are those that have been declared by Council due to inflicting a non-serious bite to a person or animal or having rushed up to a person or chased a person in an aggressive manner.

Owners of menacing dogs must abide by conditions specified by Council, such as the dog being muzzled and leashed when outside the premises of its owner at all times.

Declared dangerous dogs are those that have been declared by Council due to biting or attacking and causing serious injury to an animal or person, or a dog that was declared menacing and its owner did not comply with the imposed requirements on two or more occasions. A dog that is kept for guarding non-residential premises is also defined as a dangerous dog.

Owners of dangerous dogs must abide by specific regulations in particular; secure enclosures, secure perimeter fencing for guarding dogs, warning signs on premises, wearing its prescribed dangerous dog collar at all times and being muzzled and on-leash in public.

Council carefully considers whether to declare a dog menacing or dangerous. The declaration depends on the incident(s) that the dog has been involved in and the risk that the dog poses to the community. Fees for menacing and dangerous dogs are set considerably higher than other dog registration fees.

Our Orders, Local Laws, Council Policies and Procedures

Owners of dogs that are proposed to be declared menacing or dangerous are entitled to provide a written submission or appear in person to be heard by an independent panel of council officers. Terms of reference are in place to establish consistency and procedural fairness in how declaration hearings are conducted.

Current Education and Promotion Activities

- Information provided at Council offices and website.
- Liaise with dog owners relating to legislation requirements and any changes/updates.

Current compliance activities

- Investigate and respond promptly to complaints about menacing or dangerous dogs.
- Ensuring all declared dogs are registered on the Victorian Dangerous Dog Registry
- Conducting annual inspections on premises housing declared dogs to ensure compliance
- Dog declarations made where applicable
- Prosecution/Infringements issued for any determined breach

Summary

Council's priority is to protect the community from menacing and dangerous dogs.

Our Plans

Objective: Ensure declared dogs are compliant to relevant legislation and regulations.

Activity	Commence	Evaluation
Pro-active engagement approach with owners of declared dangerous dogs to support them in meeting their legal obligations	ongoing	Continue annual audits for declared dangerous dogs as part of the registration renewal process, ensuring owners understand compliance requirements, non-compliance issues are detected and rectified, and enforcement action taken for offences.
Pro-active engagement approach with owners of declared menacing dogs to encourage behaviour modification and improve management.	2026	Deferred from previous DAMP - Develop incentive program for owners of declared menacing dogs to undertake a tailored behaviourist training program and management plan.

10. Overpopulation and high euthanasia

Legislative Context – Domestic Animals Act 1994, Section 68A(2)(c)(iv) - Outline programs, services and strategies to address any over population and high euthanasia rates for dogs and cats.

- also addresses 68A(2)(a),(c)(i),(c)(ii),(d),(f)

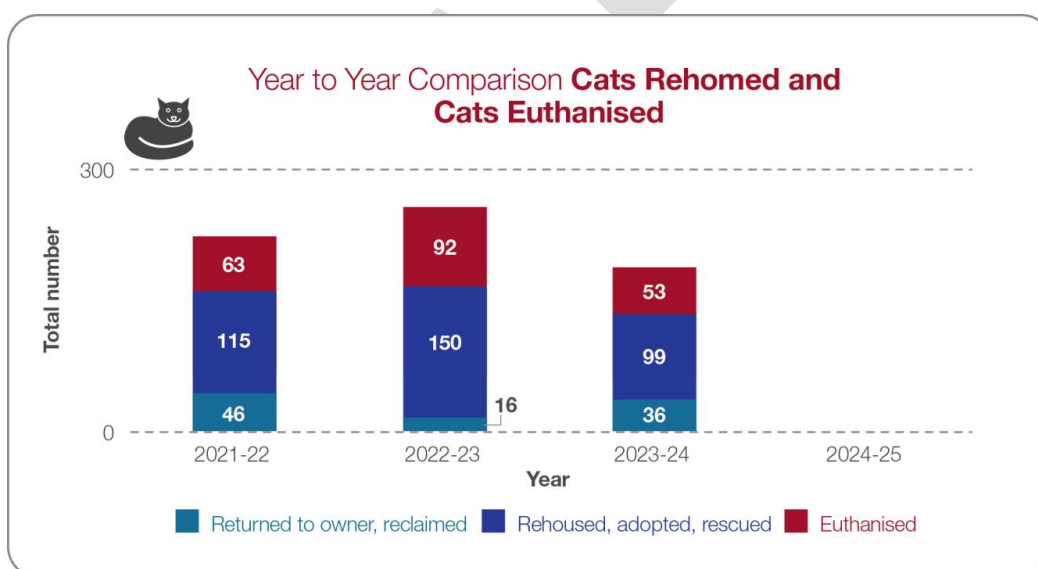
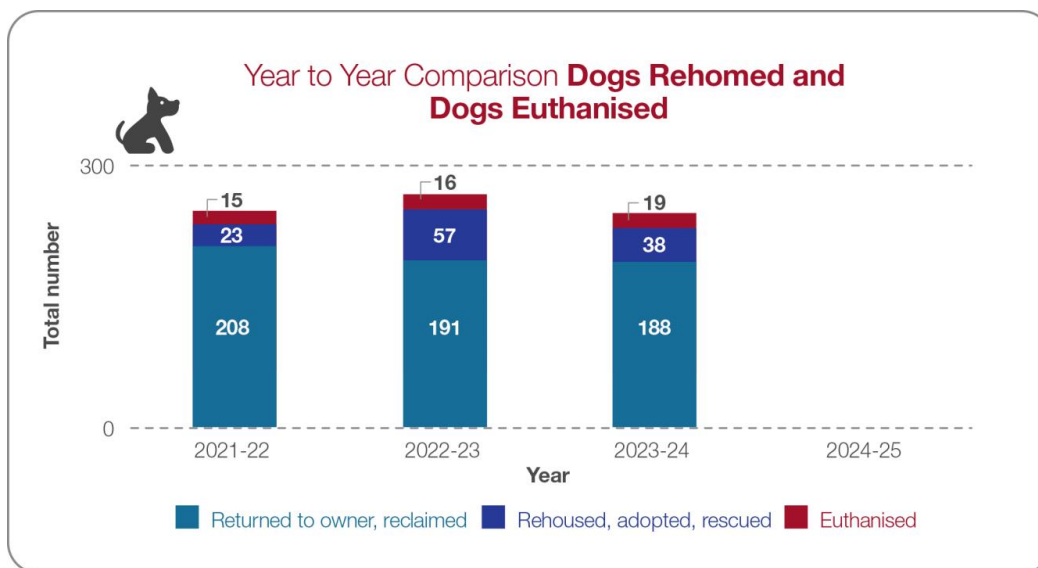
Current Situation

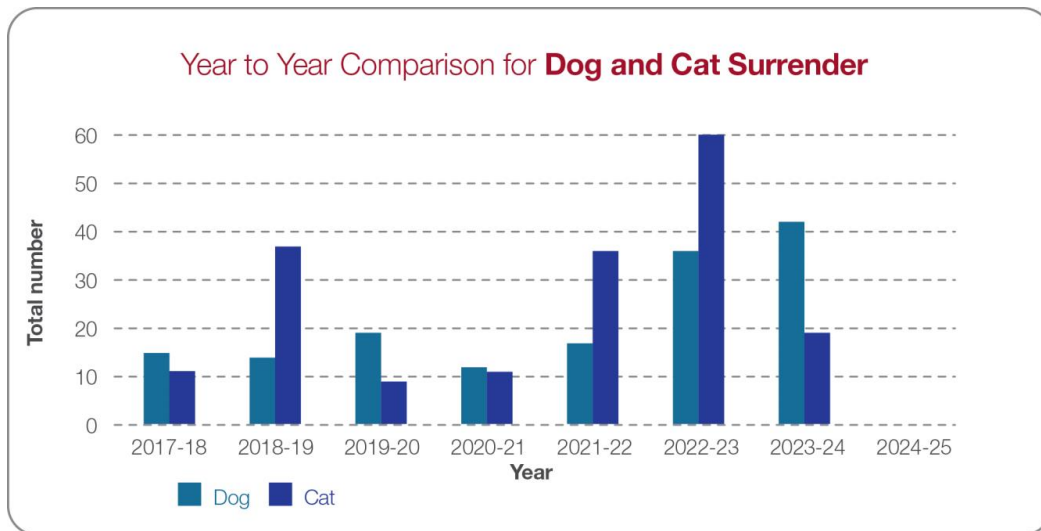
Council's initial priority is to return all animals to their owner so they can avoid a trip to the pound. We have had great success in returning dogs home, while cats have relatively low owner return rates due to lack of identification.

Council is committed to re-homing dogs and cats that are not claimed by their owners and works with a range of partners to provide these animals with a second chance. When it is not possible to return the animal and it is not reclaimed from the pound, then all attempts are made to re-home the animal. As a result, rehoming rates remain consistent, and euthanasia rates are very low. Cat rehoming rates and euthanasia rates are slowly improving.

Providing information about the benefits of desexing, microchipping, registration and containing dogs and cats are key components in reducing the numbers of unwanted cats and dogs.

Overpopulation of cats and unowned community cats continue to be of concern in the shire and are priority areas for council to address. Feedback from the consultation process confirms there is still strong support for council subsidised low-cost desexing programs for cats.





Our Orders, Local Laws, Council Policies and Procedures

Local Law

Community Local Law 2023 – Division 3 - Animal– Clause 52 regulates the numbers of dogs and cats that can be kept at a property without a permit depending on the land size.

Current Education and Promotion Activities

- Promoting benefits of desexing and encouraging through registration incentives.
- Promoting adoptions and encouraging through registration incentives.
- Promoting appropriate pet selection.
- Promoting cat containment and enrichment.
- Promote Council's cat trapping program.

Current compliance activities

- Cat trapping program.
- Investigating unregistered breeding establishments and animal hoarding issues.
- Enforcing the Local Law relating to the number of cats/dogs on a property.
- Assessing excess animal permit applications, factoring in the number of entire/desexed animals.

Summary

Council is committed to reducing the number of unwanted cats and dogs in the community by reducing incoming numbers and improving reclaim and adoption outcomes.

Our Plans

Objective: reduce the number of unwanted cats and dogs in the community by reducing incoming numbers and improving reclaim and adoption outcomes.

Activity	Commence	Evaluation
Working in partnership with industry stakeholders, continue to offer low-cost cat desexing and microchipping programs.	Ongoing	Offer Council subsidised low-cost cat desexing and microchipping programs annually, and targeted discount vouchers throughout the year aimed at reducing unwanted cats and associated impound rates.
Support owners of repeat escapees reunited through veterinary clinics	Ongoing	Regularly review CAR stray recovery report, following up with owners to provide education and support to prevent wandering.
Continue program to prioritise reclaims and release of pets locally.	Ongoing	Officers will make every effort to identify owners to return pets home or arrange reclaim from Council facilities (conditions apply).
Ensure photos and information about stray pets impounded with Council's pound contractor are publicly available to aid owners with locating lost pets.	Ongoing	Ensure it is a condition for contracted pound services that the provider has photos of impounded pets publicly available online. Ensure Council's lost pet information provides a link to the contractor's impounded pet pages.
Expand collaboration with rescue groups	Ongoing	Explore opportunities to partner with rescue groups for rehoming surrendered pets whenever possible.

11. Domestic Animal Businesses

Legislative Context – Domestic Animals Act 1994, Section 68A(2)(c)(ii) - Outline programs, services and strategies which the Council intends to pursue in its municipal district to ensure that people comply with this Act, the regulations and any related legislation.

- also addresses 68A(2)(a),(c)(i),(d),(f)

Current situation

Domestic Animal Businesses (DABs) are animal shelters, pet shops, animal breeding and/or rearing establishments, boarding and/or training facilities. There are 11 registered Domestic Animal Businesses in the Shire. Registered domestic animal businesses are audited annually as well as on receipt of complaints.

Council is committed to a high standard of animal welfare and aims to ensure that all domestic animal businesses comply with relevant standards and codes. Council is also committed to identifying unregistered Domestic Animal Businesses operating within the shire and taking appropriate regulatory action to ensure compliance is achieved.

Legislative changes and the introduction of the Victorian Pet Exchange Register (PER) provide greater transparency for breeder's operation in the shire. Council Authorised Officers are responsible for regulating breeding activities to ensure they are operating lawfully and must report to the Victorian Government about Domestic Animal Businesses annually.

Our Orders, Local Laws, Council Policies and Procedures

Enforcement of the legislative requirements of the Domestic Animals Act 1994 and relevant Codes of Practice.

Local Law and Planning

Community Local Law 2023 – Division 3 Animal – Clause 56 regulates the numbers of dogs and cats that can be kept at a property without a permit depending on the land size.

Planning and Environment Act 1987 and the Macedon Ranges Shire Council Planning Scheme – regulates the use and development of land (including land used to keep, breed, board, or train domestic animals).

Current Education and Promotion Activities

- Providing information to registered domestic animal businesses.
- Promoting Victorian Government information and codes of practices.
- Advertising new legislation amendments.

Current compliance activities

- Annual registration of Domestic Animal Businesses.
- Annual and random auditing of Domestic Animal Businesses, both scheduled and unscheduled.
- Investigating suspected or reported unregistered domestic animal businesses.
- Liaison between Local Laws and Statutory Planning Officers to assist with permit requirements and ensure planning conditions are adhered to.
- Issuing/enforcing of infringement notices/notice to comply or prosecuting for offences.

Summary

Council is committed to protecting the welfare of animals through working with Domestic Animal Businesses to comply with the relevant standards and effective enforcement for non-compliant businesses.

Our Plans

Objective: Ensure all domestic animal businesses are compliant with relevant legislation and codes of practice

Activity	Commence	Evaluation
Continued pro-active engagement with owners / proprietors of registered Domestic Animal Businesses to support them in meeting their legal obligations.	ongoing	Annual provision of self-audit tools for registered DABs as part of renewal process. Regular audits by Local Laws Officers aimed at ensuring proprietors understand compliance requirements, non-compliance issues are resolved, and offences are pursued legally.
Improved surveillance and targeted enforcement activities focused on unregistered and non-compliant Domestic Animal Businesses.	ongoing	Monitor Pet Exchange Register data, dog and cat sales advertisements, and home boarding advertisements - share intelligence with other agencies to detect unregistered breeding and boarding businesses in the Shire.

12. Other Matters – Supporting the Community in Emergencies

Legislative Context – Domestic Animals Act 1994, Section 68A(2)(e) - Provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks is necessary

Current Situation

Council recognises the physical, mental and social benefits that pets bring and the link between enabling pet owners to keep their pets close to them or knowing that they are safe when confronted with a crisis. These situations include emergency incidents such as a house fire or bushfire, family violence or health issues. Council is committed to supporting community members through these situations by thorough emergency management planning, partnering with relevant agencies to prevent family violence and working with established networks to enable community members to remain living independently in their homes.

Data shows that family violence incidents recorded by police are increasing in the Macedon Ranges and the most commonly reported health condition in the Macedon Ranges was a mental health condition.

Council can support community members in times of crisis by working with our partners to coordinate the transport of animals, temporary boarding of animals and veterinary care if required. We know that by doing this, residents can focus on other important issues knowing that their pet is safe.

Council has an Emergency Animal Plan that may be enacted in larger emergencies that helps residents and emergency personnel manage pets and livestock.

Council can temporarily accommodate pets at Emergency Relief Centres, and Local Laws officers are trained to assist residents and their pets at these centres. In addition, the council has programs in place to assist vulnerable members of the community with their pets when experiencing family violence or other personal crises.

Our Orders, Local Laws, Council Policies and Procedures

Emergency Animal Plan is a sub-plan of the Municipal Emergency Management Plan.

Current Education and Promotion Activities

Council provides education and promotion about including pets in personal fire plans through various communication methods such as Shire Life newsletter, local papers, community newsletters, council's website and social media channels.

Summary

Council is committed to providing support to community members in times of need so that their pets are safe and well cared for.

Our Plans

Objective: Support community members who in times of need require assistance in providing care for their pets.

Activity	Commence	Evaluation
Continue to support vulnerable members of the community with temporary animal boarding and care.	ongoing	Provide individualised support and/or facilitate temporary boarding for animals to assist pet owners experiencing an emergency, personal crisis, or family violence situation (single incident).
Review Council's Emergency Animal Plan	2026 - 2027	Deferred from previous DAMP - Review and update Council's Emergency Animal Plan to ensure pet owners are supported during emergency events. Communicate information about the updated plan an emergency preparedness.

13. Other Matters – Promoting Council’s Animal Services

Legislative Context – Domestic Animals Act 1994, Section 68A(2)(e) - Provide for the review of any other matters related to the management of dogs and cats in the Council’s municipal district that it thinks is necessary

Our Orders, Local Laws, Council Policies and Procedures

Council developed a communication plan specifically promoting responsible animal ownership, launching the For the Love of Paws campaign in 2024. Council does not currently have a communications plan to promote its animal service and enforcement activities in the community.

Community consultation has highlighted a desire for more visibility of officers and increased enforcement. There is an opportunity to better promote the work of the Local Laws unit to demonstrate the value of the services provided to the community.

Current Education and Promotion Activities

Council launched its first responsible pet education campaign, For the Love of Paws, in 2024. Education and promotion about specific issues not covered in the campaign are also done on an ad-hoc basis. Communications are currently done through the Shire Life newsletter, local papers, community newsletters, Council’s website and social media channels. Local Laws Officers also do direct education with residents and pet owners through service interactions. There is an opportunity to expand education and promotional activities to have greater reach and broaden topics.

Summary

Through continuing to improve communications to the community, Council has an opportunity to increase transparency about its animal services, enhance Council's reputation in leading good animal welfare and management practices, and improve responsible pet ownership outcomes.

Our Plans

Objective: Expand Council's public education and communications about responsible animal ownership and its animal services.

Activity	Commence	Evaluation
Continue to raise community awareness about Council's animal services, responsible pet ownership, pet behaviour, and animal welfare.	2026 - 2029	<p>Develop and implement a dedicated communications plan aimed at better promoting animal management services to compliment responsible pet ownership messaging.</p> <p>Continue to broaden the For the Love of Paws campaign (as per above activities)</p> <p>Consider new mediums for promoting messages – eg. on vehicle promotions (on new fleet)</p>

14. Annual Review of Plan and Annual Reporting

Legislative Context – Domestic Animals Act 1994, Section 68A(3) Every Council must—

- review its domestic animal management plan annually and, if appropriate, amend the plan
- provide the Department of Economic Development, Jobs, Transport and Resources Secretary with a copy of the plan and any amendments to the plan
- publish an evaluation of its implementation of the plan in its annual report.

Our Plans

Objective: Review the Domestic Animal Management Plan to ensure it is current and meets the needs of the community.

Activity	Commence	Evaluation
Review the planned activities annually and amend where necessary	Annually	Annual evaluation and review of activities conducted. Amendments made where necessary in accordance with Council processes.
Include information in the council annual report about activities implemented	Annually	Information included in Council's annual report.

Appendix 1 – Community Local Law 2023

Part 2 – Council Land and Roads

7. Use of Council Land and Roads

- (1) A person using Council land or a road must comply with any conditions of use applied to that land or road by Council as evidenced by the display of Council erected signs, conditions of entry or conditions of membership.

Division 3 - Animals

53. Keeping Animals

A person keeping animals on land must not allow any animal to:

- (a) cause a nuisance to any other person because of noise, smell, or any other condition;
- (b) damage any native flora or fauna on the land with the exception of native pasture grasses under controlled grazing;
- (c) pollute any drain, gutter, watercourse or water catchment on or through that land; or
- (d) cause the invasion or spread of noxious or environmental weeds on or from that land.

54. Animal Housing

A person providing housing for animals kept on land must ensure that the animal housing is:

- (a) constructed and maintained to the satisfaction of the Authorised Officer;
- (b) kept clean and sanitary at all times, including keeping food in fly and vermin proof buildings or containers (other than baled, roll, sheaf hay or silage);
- (c) located at a distance no less than 2 metres from dwellings on other land to the satisfaction of the Authorised Officer;
- (d) located at a distance from property boundary to the satisfaction of the Authorised Officer;

- (e) kept in a manner which does not cause a nuisance or is offensive to adjoining land owners or occupiers; and
- (f) situated in an appropriate location having regard to the topography of the land or other relevant considerations to the satisfaction of the Authorised Officer.

55. Condition of Land where Animals are kept

- (1) A person keeping animals on land, must ensure that the land is free from;
 - (a) an accumulation of animal waste; and
 - (b) materials, refuse and vegetation that may harbour or attract rats, mice or other vermin.
- (2) A person must ensure that any water provided for animals is kept in a clean condition that is not stagnant or likely to attract mosquitoes.
- (3) An owner or occupier of land must ensure that any dead animal on that land is promptly and lawfully disposed of to the satisfaction of an Authorised Officer.

56. Number of Animals

- (1) An owner or occupier of land must not, without a permit, keep or allow to be kept, either permanently or temporarily, any more in number for each type of animal than as set out in the table below:

Type of animal	Maximum allowance without a Local Law permit
Dogs	2 – allowed on land less than 4000 square metres (1 acre) 4 – allowed on land 4000 square metres (1 acre) and greater <i>Note that planning controls may apply</i>
Cats	2 – allowed on land less than 4000 square metres (1 acre) 4 – allowed on land 4000 square metres (1 acre) and greater <i>Note that planning controls may apply</i>

Small animals (Rabbits, guinea pigs, ferrets, and rodents)	<p>6 small animals in total allowed on land less than 4000 square metres (1 acre)</p> <p>The Local Law does not limit the number of other small animals on land 4000 square metres (1 acre) and greater</p> <p><i>Note that planning controls may apply</i></p>
Roosters and Peacocks	<p>0 – Roosters and peacocks are not allowed on land less than 4000 square metres (1 acre) without a permit</p> <p>The Local Law does not limit the number of roosters on land 4000 square metres (1 acre) and greater</p> <p><i>Note that planning controls may apply</i></p>
Poultry (other than roosters and peacocks)	<p>10 poultry in total allowed on land less than 2000 square metres (0.5 acre)</p> <p>15 poultry in total allowed on land between 2000 square metres (.5 acre) and 4000 square metres (1 acre)</p> <p>The Local Law does not limit the number of poultry on land greater than 4000 square metres (1 acre)</p> <p><i>Note that planning controls may apply</i></p>
Pigs	<p>0 – Pigs (including piglets) are not allowed on land less than 10,000 square metres (2.5 acres) without a permit</p> <p>The Local Law does not limit the number of pigs on land 10,000 square metres (2.5 acres) and greater</p> <p><i>Note that planning controls may apply</i></p>
Farm animals (Refer to definition)	<p>0 – Farm animals are not allowed on land less than 2,000 square metres (.5 acre) without a permit, unless for grazing in accordance with sub-clause (2)(e)</p> <p>The Local Law does not limit the number of farm animals on land 2,000 square metres (.5 acre) and greater</p> <p><i>Note that planning controls may apply</i></p>

(2) The requirement to obtain a permit under sub-clause (1) does not apply:

(a) to dogs and cats under 3 months of age;

- (b) to land that is lawfully used for the purpose of a pet shop, veterinarian business, Council pound, animal breeding or boarding establishment or any other use permitted under the Planning Scheme;
- (c) if the number of animals kept on land is because of a commercial undertaking on the land and the use is authorised under the Planning Scheme or a permit has been obtained under the Planning Scheme;
- (d) if the dogs are kept for working stock on farm land which is greater than 40 hectares; or
- (e) if farm animals are on the land for not more than 1 month and are being used for fire prevention or weed management purposes.

57. Dog Excrement

A person in charge of a dog in a public place must:

- (a) carry a sufficient and suitable device for the collection of any excrement from that animal;
- (b) produce the suitable device when requested to do so by an Authorised Officer;
- (c) immediately collect and dispose of the excrement in a proper and sanitary manner;
- (d) comply with a verbal direction given by an Authorised Officer to collect and dispose of the excrement in a proper and sanitary manner; and
- (e) ensure that the animal does not defecate on land unless permitted by the owner of that land.

59. Pest and Stray Animals

An owner or occupier of land must not feed or encourage the presence of pest animals, stray animals, wild birds or foxes on that land.

All Local Law Offences carry a maximum of 20 Penalty Units



Domestic Animal Management Plan 2026- 2029

Community Consultation (Stage 1) Report



Acknowledgment of Country

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

Council also acknowledges local Aboriginal and/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

"Both artworks talk about our connection, connection to Country, connection to places and connection to each other. This is signified by the whimsical circles that form the 'rivers; that wrap around our lands and ourselves. It reminds us that we should look out for one another."



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Introduction

In Victoria, all councils must develop a new domestic animal management plan (DAMP/The Plan) every four years to set out services, programs, and initiatives that promote responsible ownership of dogs and cats in the community.

The public consultation for the development of the next Domestic Animal Management Plan 2026-2029 is planned over two stages.

Stage one of community consultation focussed on seeking input from the community, industry groups, special interest groups, and key stakeholders to help inform actions and priorities to be included in the draft plan.

Stage one of the consultation was open for community feedback from Tuesday 1 April through to Monday 28 April 2025. Consultation featured an online survey via Councils Your Say platform, with paper copies (or PDF email) available on request. Submitters could also make written submissions via email or hard copy.

An extensive communication and engagement plan was delivered across Council's digital channels – website, social media, via our internal all staff CEO update, and through Council e-newsletters. Print advertisements were also included in local newspapers, including Council columns. Posters were placed at all 52 dog-off leash areas and posters/flyers were delivered to community hubs, animal trainers, pet stores and vets. Further details of communications activities undertaken (and reach) have been included as Appendix.1 & 2.

The DAMP Stage 1 Community Consultation received 460 survey responses including online and hard copy submissions. This is a lower response than the 2021 Domestic Animal Management Plan survey (which received 730 responses), but consistent with response numbers to the 2017 Domestic Animal Management Plan Stage 1 survey. The 2021 DAMP review was undertaken during a backdrop of COVID-19 restrictions and may have influenced the higher response rate at that time.

The stage two public consultation for the draft Domestic Animal Management Plan 2026-2029 is anticipated to open by early August 2025, pending endorsement from Council of the draft plan to place on public display and approval to commence community consultation. The second stage of consultation provides further opportunity for feedback from the community on our priorities. It is proposed this second stage will run alongside Council's Dog off-leash stage 2 consultation (commenced in 2024) results and recommendations, including Council's proposed Schedules 1 & 2 (Councils Dog and Cat Order 2019) - outlining proposed changes to some dog off-leash and prohibited areas for cats and dogs within the shire.

Feedback Summary

Overview

Council received 454 online survey contributions¹ and 6 online/hard copy submissions (460 responses in total).

Of the 454 survey contributions there were 418 contributors² in total.

The first question in the online survey outlined Council's Privacy Collection Notice, for which all 454 contributions answered. The results of the remaining survey questions are outlined throughout this report.

Key Themes

Key themes from the feedback received included:

For cats:

- A call for the following cat-based initiatives:
 - education and support for cat owners Re: cat containment (200+ prioritised this in their top 5 cat initiatives).
 - education on reducing nuisance behaviours in cats and for low-cost cat desexing opportunities (180+ prioritised each of these initiatives in their top 5 cat initiatives).
 - education and promotion of Councils cat containment requirements (170+ prioritised this in their top 5 cat initiatives).
 - supporting residents with addressing trespassing cats (150+ prioritised this in their top 5 cat initiatives).
 - enforcement in relation to cats (120+ prioritised this in their top 5 cat initiatives).
- 66% of respondents support Council introducing a 24-hour cat containment requirement (see question 10).

There were a further 145 comments of support towards a 24-hour cat containment requirement made throughout the survey.

In addition, 2 of the 6 submissions received expressed support towards a 24-hour cat containment requirement, while 3 opposed it.
- 79% of respondents supported Council introducing a mandatory cat desexing requirement (see question 11).

¹ Contributions - The total number of responses or feedback collected through the participation tools.

² Contributors - The unique number of Visitors who have left feedback or Contributions on a Site through the participation tools.

In addition, 1 of the 6 submissions received expressed support for mandatory cat desexing and 2 expressed support for cat desexing initiatives.

- 50 survey comments expressed support for better enforcement of existing cat curfews, penalties for non-compliance and proactive ranger action.
In addition, 3 of 6 submissions mentioned enforcement with a call for increased enforcement, enough resources for Council to enforce, and mention of enforcement challenges for roaming cats.
- 45 survey comments mentioned wandering cats and lack of 24/7 containment, while 28 survey comments mentioned a reduction in wandering cats with the current cat curfew, and 15 comments expressed a need for clarity of the current cat containment rules.

For dogs:

- A call for the following dog-based initiatives:
 - education around reducing nuisance behaviours in dogs (e.g. barking, escaping, problematic behaviours etc). (180+ prioritised this in their top 5 dog initiatives).
 - education and promotion on effectively controlling dogs in public places (170+ prioritised this in their top 5 dog initiatives).
 - improved provisions for dogs and their owners in public places (170+ prioritised this in their top 5 dog initiatives).
 - education around picking up dog poo (170 prioritised this in their top 5 dog initiatives).
 - education and promotion of dog on leash requirements (160+ prioritised this in their top 5 dog initiatives).
 - enforcement in relation to dog on leash requirements, wandering and aggressive dogs, and collection of dog poo (for which 143, 134, and 105 respectively, prioritised these in their top 5 dog initiatives).
- 91 survey comments related to wanting more dog off leash areas, expanded dog off leash times, and support for fenced dog off-leash areas/ dog parks (suggested locations including Lancefield, Romsey, New Gisborne, Gisborne, Kyneton).
- 127 survey comments about current off leash areas being unsafe, unfenced and/or poorly located, and a lack of secure off leash dog parks (locations mentioned Romsey, Lancefield, Gisborne, Woodend, Kyneton).
- 55 survey comments concerning dog waste management including comments asking for more bins or better waste management. There were a further 30 comments of appreciation for dog poo bag dispensers and signage already provided.
- 98 survey comments supported a need for better enforcement and compliance.
- 45 survey comments were concerning signage being confusing / unclear for off leash areas.

For cats and dogs:

- Educational pop-up sessions to support pet owners – 153 respondents prioritised this in their top 5 dog/cat initiatives.
- Pet registration incentives – 166 respondents prioritised this in their top 5 dog/cat initiatives. There were 32 additional comments throughout the survey supporting more affordable pet registrations or incentives for responsible owners.
- Low-cost cat desexing clinics were praised – with 45 positive mentions noting some people also want it offered for dogs.
- Recognition of responsible pet owners (rewards for doing the right thing) received 25 mentions.
- A call for more education and promotion in general was evident across cat and dog feedback received. Particularly on topics such as education in dog ownership, nuisance behaviours in dogs, effective control of dogs in public places, picking up dog poo, dog on-leash requirements, cat containment (requirements and how to), reducing nuisance behaviours in cats, and supports for residents addressing trespassing cats (eg. cat trapping).
- Wildlife protection - 17 comments concerned dogs chasing kangaroos or affecting local fauna and 46 comments concerned around cats killing native birds, lizards, frogs and small mammals, especially in areas near bushland and waterways.

Part 1 – Demographics information (survey respondents)

Demographics related questions in the survey were asked as follows:

- **Q2 Does your household have a pet cat or dog?**
- **Q3 Please indicate the town/s you reside in/spend the most time in:**
- **Q4 Your age group:**
- **Q5 Your gender:**

From asking these questions we learned:

- 72% of respondents live in a household with pet dogs, followed by those with pet cats, 29%.
- 4% of respondents regularly care for a cat or dog, 9% of respondents have no dogs/cats in their home, and 4% of respondents preferred not to say.
- The top towns respondents reside in/spend most of their time in included:

- Kyneton (24.7%), Gisborne (24.2%), and Woodend (21.2%).
- Followed by Romsey (9.2%), New Gisborne (7.5%), Lancefield (7.2%), and Riddells Creek (7%).

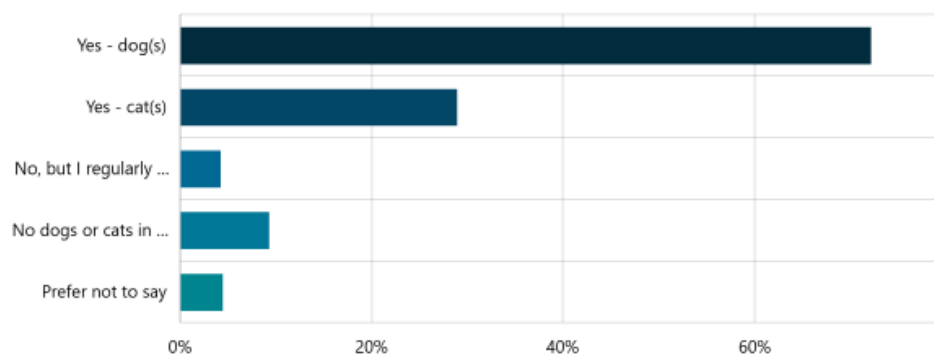
With lower percentage results noted for all other towns.

- 53% of the respondents were in the 35-54yo age bracket, followed by 35% in the 60+ age bracket.
- 72% of respondents were female, 20% male, less than 1% non-binary, and over 6% preferred not to say.

The above demographics related results are outlined in the tables following:

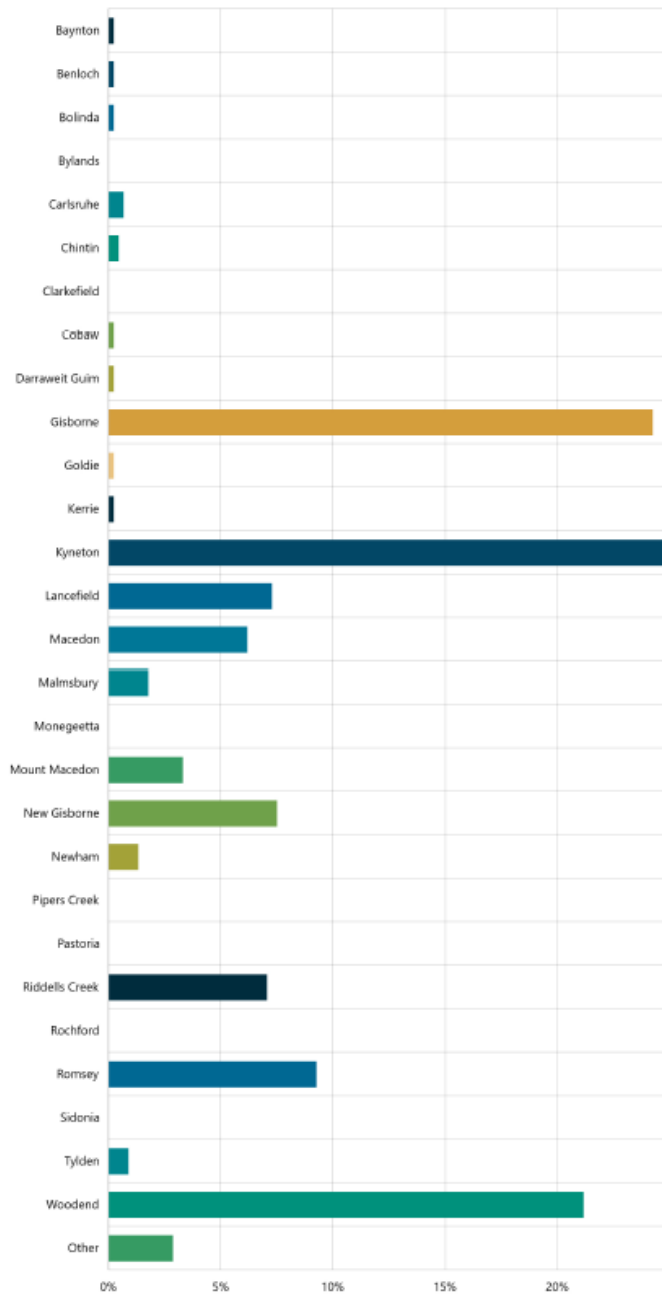
2. Does your household have a pet cat or dog? Required

Multi Choice | Skipped: 0 | Answered: 454 (100%)



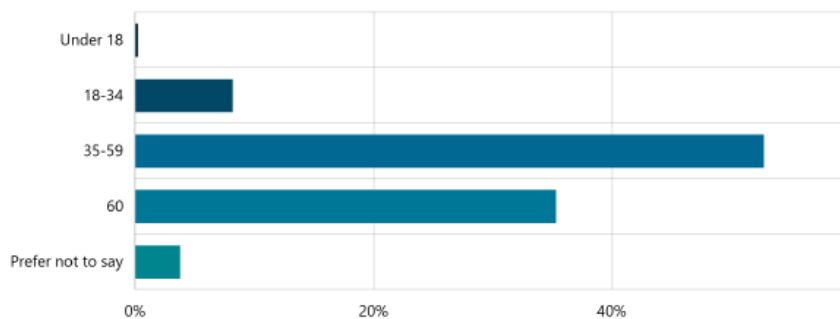
Answer choices	Percent	Count
Yes - dog(s)	72.03%	327
Yes - cat(s)	28.85%	131
No, but I regularly care for a cat or dog	4.19%	19
No dogs or cats in my home	9.25%	42
Prefer not to say	4.41%	20

3. Please indicate the town/s you reside in/spend the most time in: Required
Multi Choice | Skipped: 0 | Answered: 454 (100%)



4. Your age group: Required

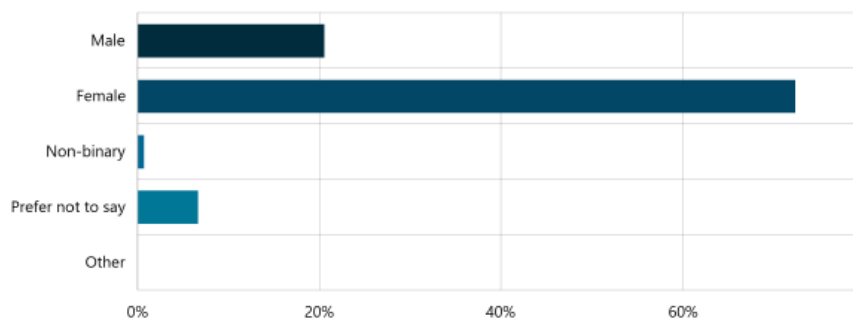
Multi Choice | Skipped: 0 | Answered: 454 (100%)



Answer choices	Percent	Count
Under 18	0.22%	1
18-34	8.15%	37
35-59	52.64%	239
60	35.24%	160
Prefer not to say	3.74%	17
Total	100.00%	454

5. Your gender: Required

Multi Choice | Skipped: 0 | Answered: 454 (100%)



Answer choices	Percent	Count
Male	20.48%	93
Female	72.25%	328
Non-binary	0.66%	3
Prefer not to say	6.61%	30
Other	0%	0
Total	100.00%	454

Part 2 - Dog survey questions

Respondents to the dog section of the survey were first asked:

- **Q6 What programs and initiatives would you like to see more of in relation to dogs?**

Please number in order of priority (Highest priority being 1, and lowest 13).

Please rate at least one item, but we recommend rating at least three (ie. 1 -3).

Based on the above rating of responses the **top-most prioritised initiatives (for dogs)** were:

1. Education on reducing nuisance behaviours in dogs (eg. Barking, escaping, problematic behaviours etc)
2. Education and promotion of effectively controlling dogs in public space
3. Provisions for dogs and their owners in public space
4. Education around picking up dog poo
5. Education and promotion of dog on leash requirements.

Note: 29 of the 454 respondents selected "I am not interested in commenting on dogs" at this question.

Dog based Initiative	Total respondents who ranked initiative in their top 5 priorities
Education around reducing nuisance behaviours in dogs (eg. Barking, escaping, problematic behaviours etc)	187
Education and promotion on effectively controlling dogs in public places	177
Provisions for dogs and their owners in public places	173
Education around picking up dog poo	170

Education and promotion of dog on leash requirements	165
Enforcement in relation to dog on leash requirements	143
Enforcement in relation to wandering and/or aggressive dogs	134
Enforcement in relation to collection of dog poo	105
Pop up sessions to support dog owners (eg. Microchip checks, behaviour/training information etc)	93
Pet registration incentives	91
Emergency planning for pet dogs	84
More information/supports on Council's website about responsible dog ownership	28

Secondly, respondents to the Dog section of the survey were then asked:

- **Q7 Feel free to share any additional (dog based) program or initiative ideas not mentioned above:**

Key themes and points mentioned by respondents to this question are outlined below:

Dog based themes	Key Points	Number of mentions
Fenced Off-Leash Dog Parks	More fenced, safe, separate (small/large dog) off-leash dog parks. Suggested locations include Lancefield, Romsey, Gisborne, New Gisborne, Kyneton.	52 mentions
General Off-Leash Dog Areas	Requests for more off-leash spaces (not necessarily fenced) and expanded off-leash times. Also concern about the removal of off-leash areas.	39 mentions
Dog Waste Management	More poo bag dispensers, bins along walking tracks and parks, and better signage around picking up after dogs.	25 mentions
Education on Dog Ownership	Responsible ownership: socialization, barking control, dog body language, breed suitability, road safety, wildlife protection. Request for education and promotion of off leash times and locations.	28 mentions
Enforcement and Compliance	Stronger enforcement of leash laws, fines for wandering/aggressive dogs, poo collection compliance, and nuisance barking control.	30 mentions
Dog Registration Costs and Incentives	Reduce pet registration fees, especially for desexed, rescued, or club-affiliated pets. Suggestions for incentives like discounts or rebates.	12 mentions
Dog and Wildlife Conflicts	Dogs harassing/killing wildlife (especially kangaroos). Education and stricter enforcement requested.	17 mentions
Council Communication and Visibility	Better communication of rules, clearer signage, Council rangers' visible presence, and transparency around actions and fines.	15 mentions

Emergency Planning for Dogs	Better emergency planning for dogs (e.g., during fires, disasters).	2 mentions
Facilities/Infrastructure Suggestions	Water taps for dogs, shaded areas in parks, seating, double-gated entries at parks for safety, bins closer to dog walking areas.	18 mentions
Criticism of Survey/Process	Survey design, perceived bias against dog owners, need for more positive recognition of good dog ownership.	7 mentions
Mixed Feedback (Positives and Criticisms)	Praise for existing off-leash areas and responsible dog ownership practices but stressed preference of not restricting them further.	14 mentions

Part 3 - Cat survey questions

Respondents to the cat section of the survey were first asked:

- **Q8 What programs and initiatives would you like to see more of in relation to cats?**

Please number in order of priority (Highest priority being 1, and lowest 9).

Please rate at least one item, but we recommend rating at least three (ie. 1 -3).

Based on the above rating of responses the **top-most prioritised initiatives (for cats)** were:

1. Education and supports for cat owners Re: cat containment
2. Education around reducing nuisance behaviours in cats (eg. escaping, wildlife protection, and problematic behaviours etc)
3. Low-cost cat desexing opportunities
4. Education and promotion of Councils cat containment requirements
5. Supporting residents with addressing trespassing cats (eg.cat trapping)

Note: 101 of the 454 respondents selected "I am not interested in commenting on cats" at this question.

Cat based Initiative	Total respondents who ranked initiative in their top 5 priorities
Education and supports for cat owners Re: cat containment	213
Education around reducing nuisance behaviours in cats (eg. escaping, wildlife protection, and problematic behaviours etc)	183
Low-cost cat desexing opportunities	182
Education and promotion of Councils cat containment requirements	171
Supporting residents with addressing trespassing cats (eg.cat trapping)	157

Enforcement in relation to trespassing cats.	125
Pet registration incentives	82
Pop up sessions to support cat owners (eg. Cat containment and behaviour support etc)	62
More information/supports on Councils website about responsible cat ownership	37

Secondly, respondents to the Cat section of the survey were then asked:

- **Q9 Feel free to share any additional (cat based) program or initiative ideas not mentioned above:**

Key themes and points mentioned by respondents to this question are outlined below:

Cat based themes	Key Points	Number of mentions
Support for 24-Hour Cat Containment	Support for 24-hour containment of cats to protect wildlife, reduce nuisance behaviour, and improve cat welfare.	85 mentions
Enforcement and Compliance	Better enforcement of existing cat curfews, fines for roaming cats, penalties for non-compliance, and proactive Ranger action.	50 mentions
Support for Cat Enclosures (Catio)	Encouraging, supporting, or subsidising the construction of cat enclosures to allow outdoor access safely.	32 mentions
Education and Awareness	Education on responsible cat ownership, wildlife impacts, cat enrichment indoors, feline diseases, and proper containment practices.	40 mentions
Free or Subsidised Desexing Programs	Support for free or cheaper desexing initiatives, particularly to help low-income residents and control feral/stray cat populations.	28 mentions

Cheaper Cat Registration or Incentives	Requests for reduced fees for desexed, contained cats or incentives to promote responsible ownership.	14 mentions
Wildlife Protection	Cats killing native birds, lizards, frogs, and small mammals, especially in areas near bushland and waterways.	46 mentions
Cat Trespassing Issues	Cats roaming into private yards, upsetting contained pets, killing wildlife, and causing garden hygiene problems.	36 mentions
Need for Better Council Support	More proactive support, like education flyers, resources to build cat enclosures, and better handling of neighbour disputes.	17 Mentions
Concerns About Mandatory Policies	Opposition to 24-hour curfew, citing impracticality for farms, risk of behaviour issues for long-term outdoor cats, or cost burdens.	9 mentions
Criticism of Council Process/Survey	Some comments felt the survey was too negative, biased towards curfews, or framed in a way that didn't encourage positive dialogue.	6 mentions

Cat curfew & desexing:

The cat section of the survey also asked respondents to indicate their support for a 24-hour cat curfew and mandatory desexing. We did this by asking the specific questions below:

- **Q10 Do you support Council introducing a 24-hour cat containment requirement to replace the current sunset to sunrise cat curfew?**
- **Q11 Do you support Council introducing a requirement for all cats that reside in the Macedon Ranges to be desexed?**

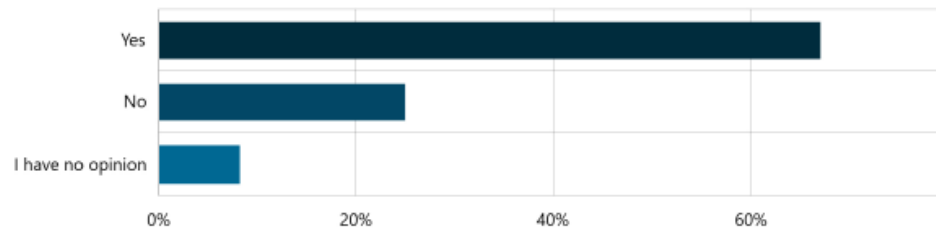
The survey responses we received revealed that:

- 66% (304 of our 454 responses) support Council introducing a 24-hour cat containment requirement to replace the current sunset to sunrise cat curfew
- 79% (359 of our 454 responses) support Council introducing a requirement for all cats that reside in the Macedon Ranges to be desexed.

The above cat curfew and mandatory cat desexing results are outlined in the tables following:

10. Do you support Council introducing a 24-hour cat containment requirement to replace the current sunset to sunrise cat curfew? Required

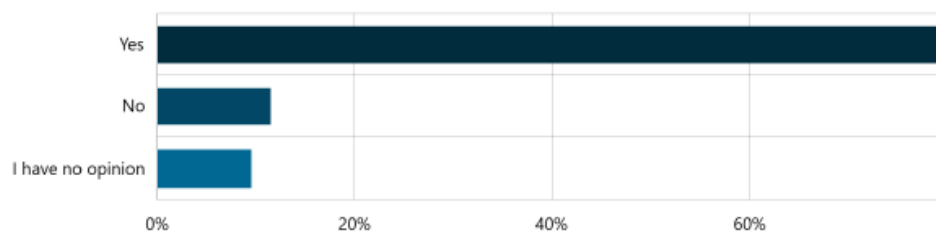
Multi Choice | Skipped: 0 | Answered: 454 (100%)



Answer choices	Percent	Count
Yes	66.96%	304
No	24.89%	113
I have no opinion	8.15%	37
Total	100.00%	454

11. Do you support Council introducing a requirement for all cats that reside in the Macedon Ranges to be desexed? Required

Multi Choice | Skipped: 0 | Answered: 454 (100%)



Answer choices	Percent	Count
Yes	79.07%	359
No	11.45%	52
I have no opinion	9.47%	43
Total	100.00%	454

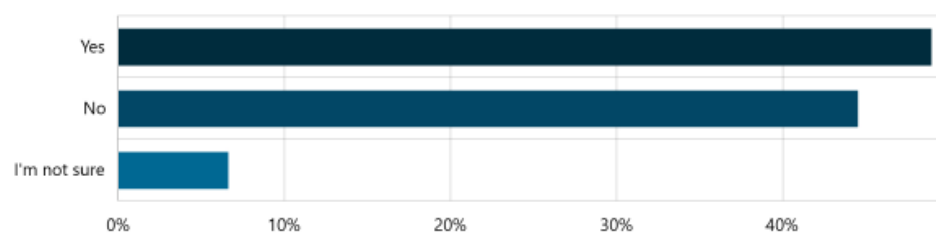
Part 4 – For the Love of Paws Campaign

Respondents to the survey were asked about Council's Responsible Pet Ownership Campaign; "For the Love of Paws" as follows:

- **Q12 Have you seen any of our campaign material?**

12. Have you seen any of our campaign material? Required

Multi Choice | Skipped: 0 | Answered: 454 (100%)



190 of the survey respondents who said yes to the above question went on to answer the below question:

- **Q13 Where did you see the campaign material?**

The responses to this are outlined below:

Location	Count
Other (unclassified)	71
Walking Tracks/Trails	30
Woodend	19

Park/Reserve	18
Gisborne	15
Kyneton	12
Print Media	6
Romsey	5
Everywhere	4
Social media	3
Vet Clinic	3
Signage (posters/signs)	2
Lancefield	1
Community Facility (libraries, schools)	1

All respondents to the survey were then asked:

- **Q14 Where would you like to see more “For the Love of Paws” campaign material featuring responsible dog/cat ownership messaging?**

The responses to this are outlined below:

Location	Count
Local newspapers and community newsletters	203
Dog off leash areas	173
Veterinary clinics	156
Direct mail to registered pet owners	151
Pet supply businesses	122
Council's social media pages	91
Schools/Kindergartens	87
Council website	81
Local community noticeboards	77
Council bushland and/or community reserves	75
Frequently visited cafes and businesses	72

Public places (eg. bus stops and toilet/change room facility doors etc)	66
N/A - I don't have any feedback to provide	60
Local markets and/or other events	40
Other	24

Part 5 - Council ranger/officer interaction

When asked the below question in the online survey:

- **Q15 Have you interacted with a Council ranger/officer regarding cats or dogs over the last 12 months?**

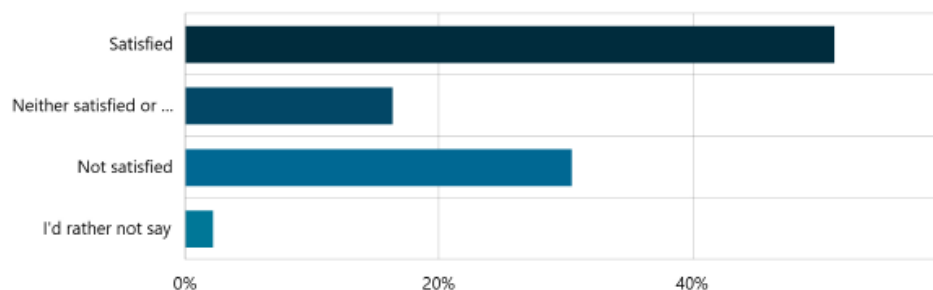
20% (92 of the 454 responders to the survey) said "yes" they had interacted with a Council ranger/officer regarding cats or dogs over the last 12 months, while 79% (362 responses) responded they had not.

Of the 92 respondents who said yes to the prior question, we then asked:

- **Q16 If you said yes above, were you satisfied/dissatisfied with the service delivered?**
 - 51% (47 of the 92 responders to this survey question) said yes, they were satisfied
 - 16% (15 of the 92 responders) were neither satisfied/dissatisfied
 - 30% (28 of the 92 responders) indicated they were not satisfied
 - 2% (2 of the 92 responders) indicated they would rather not say.

16. Were you satisfied/dissatisfied with the service delivered? Required

Multi Choice | Skipped: 362 | Answered: 92 (20.3%)



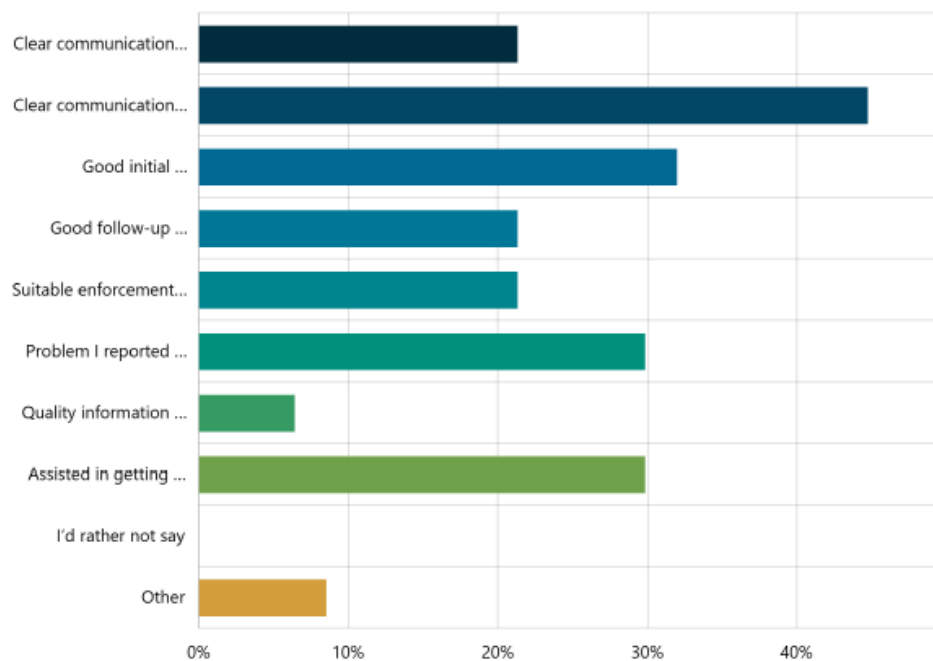
Answer choices	Percent	Count
Satisfied	51.09%	47
Neither satisfied or dissatisfied	16.30%	15
Not satisfied	30.43%	28
I'd rather not say	2.17%	2
Total	100.00%	92

Of the 47 responders who indicated they were satisfied at Q16, we then asked:

- Q17 If you selected “satisfied”, What did we do well?

17. What did we do well? Required

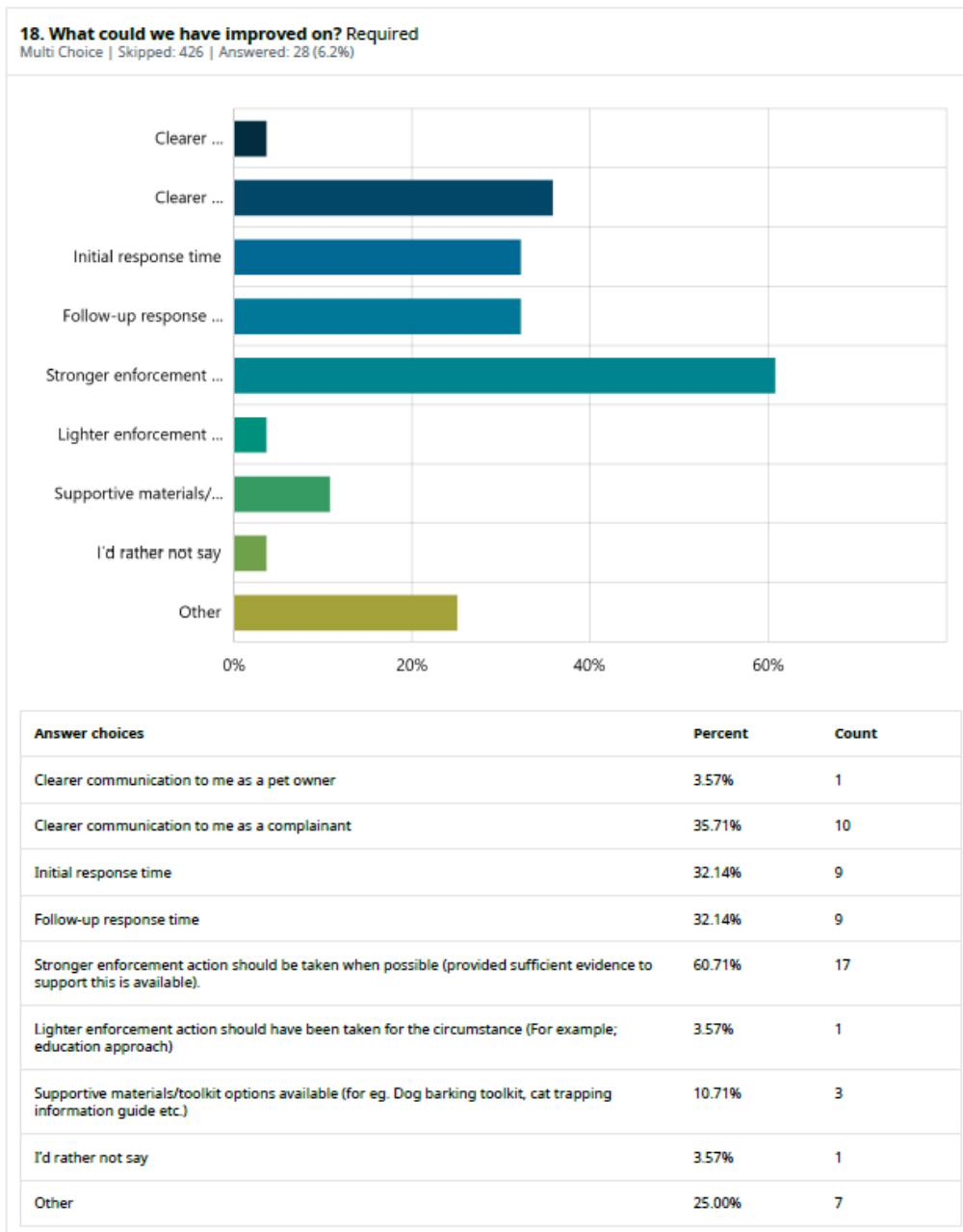
Multi Choice | Skipped: 407 | Answered: 47 (10.4%)



Answer choices	Percent	Count
Clear communication to me as a pet owner	21.28%	10
Clear communication to me as a complainant	44.68%	21
Good initial response time	31.91%	15
Good follow-up response time	21.28%	10
Suitable enforcement action taken	21.28%	10
Problem I reported was resolved	29.79%	14
Quality information provided	6.38%	3
Assisted in getting a lost cat/dog home	29.79%	14
I'd rather not say	0%	0
Other	8.51%	4

Of the 28 responders who indicated they were not satisfied at Q16, we then asked:

- **Q18 If you selected “Not satisfied”, What could we have improved on?**



Part 6 – Additional Feedback for DAMP

For this section of the survey we asked respondents:

- **Q19 Have you read and are you familiar with Council's current Domestic Animal Management Plan 2021-2025?**

42% (190 of the 454 respondents) said they are familiar with the plan and 58% (264 of the 454 respondents) said they are not familiar with the plan.

For the 190 respondents who said yes at Question 19, we then asked them:

- **Q20 If you answered “yes” above, what activities in the current DAMP are working well and/or what activities do you feel could be improved?**

From the responses we received we identified the following:

Activities identified to be working well (feedback received at Question 20):

Activity/theme	What's working well	Number of mentions
Dog poo bag dispensers & signage	Appreciated where provided; noted as reducing visible waste.	30 mentions
Low-cost desexing initiatives (cats & dogs)	Seen as effective for reducing stray and roaming populations.	20 mentions
Overnight cat curfew	Generally seen as a positive step, with noticeable reductions in roaming cats in some areas.	18 mentions
Dog on-leash rules (in principle)	Support the concept; seen as increasing safety when followed.	15 mentions
Education campaigns	“For the Love of Paws” campaign and general messaging seen as good in concept, though some said it's not well known or visible.	10 mentions
Off-lead dog walking times/zones	Where clearly marked, this worked well and built community among responsible dog owners.	12 mentions
Ranger interactions (in a few cases)	Some users praised Rangers' professionalism during interactions.	3 mentions

Activities identified for improvement (feedback received at Question 20):

Activity/theme	What's not working/ needs improvement	Number of mentions
Lack of fenced, secure off-leash dog parks	Current off-leash areas are unsafe, unfenced, or poorly located.	40 mentions
Enforcement (on-leash laws, dog poo, roaming cats)	Little to no enforcement, especially in small towns or outside peak hours.	68 mentions
Wandering cats & lack of 24/7 containment	Current curfew seen as ineffective due to lack of enforcement.	45 mentions
More bins & poo bag dispensers needed	Especially in outer suburbs and walking tracks. Lack of these encourages non-compliance.	30 mentions
Education reach & visibility	Many haven't seen or heard of Council's campaigns. Some see messaging as inconsistent or biased.	20 mentions
Dog/cat nuisance behaviour (barking, trespass, aggression)	Complaints about noise, unsafe behaviour, and property damage.	25 mentions
Cat ownership and containment rules clarity	Confusion about what's mandatory, especially in urban vs rural areas.	15 mentions
Registration fees and incentives	Viewed as too expensive, especially for pensioners or those already doing the right thing.	20 mentions
Council responsiveness and support	Frustration with slow responses, closed complaints, or vague communication.	15 mentions
Mixed-use spaces (playgrounds/dog zones overlapping)	Raised as a safety and comfort concern for both dogs and children.	10 mentions

The very last question in the survey we asked all respondents was:

- **Q21 If you have any further feedback you wish to be considered when Council develops the next DAMP 2026-2029 plan, please let us know here:**

180 of the 454 respondents chose to answer this question. Feedback received is outlined in themed tables below:

Activities/ areas working well (feedback received at Question 21):

Activity or Area	Summary of activities/areas working well	Number of mentions
Low-cost desexing programs	Requested to be continued or expanded, especially for cats. Some also want it offered for dogs.	25 mentions
Dog off-leash times (e.g. River Walk in Kyneton)	Community members appreciate this area and the social, mental health and safety benefits it offers.	20 mentions
Education initiatives	Mixed awareness, but when visible (e.g. signs, "For the Love of Paws" campaign), it's appreciated.	15 mentions
Pet as companions and mental health support	People expressed that pets play an essential role in personal wellbeing and community connection.	10 mentions
Cat curfew (sunset to sunrise)	This is having some effect and is a good baseline. Some say it has reduced roaming in their area.	10 mentions
Dog poo signage and bags (where available)	Works well when maintained; helps reduce litter.	10 mentions

Infrastructure & amenities needing improvement (feedback received at Question 21):

Issue	Detail	Number of mentions
Lack of fenced, secure off-leash dog parks	Improvement identified in Romsey, Lancefield, Gisborne, Woodend, Kyneton. Existing areas poorly maintained or unfenced.	87 mentions
Insufficient bins & poo bag dispensers	Particularly in Riddells Creek, New Gisborne, Kyneton. Poor refill rates and lack of placement near off-leash areas.	35 mentions
Signage confusion	Confusion on lead/off-lead zones, especially around Five Mile Creek and parks.	25 mentions
Poorly maintained or unclear off-leash areas	Locations with shared use (sports ovals, unfenced paths) not practical or safe.	20 mentions

Enforcement and regulation issues raised (feedback received at Question 21):

Issue	Detail	Number of mentions
Little/no enforcement of leash laws or curfews	Particularly in small towns. People walk dogs off-leash where it's not permitted or ignore curfews.	68 mentions
Lack of resourcing (Rangers/staff)	Frustrations about poor complaint follow-up, inability to enforce laws, or Rangers rarely on foot.	30 mentions
Cat containment not enforced	Encouraging 24-hour cat curfew, citing wildlife and nuisance concerns.	40 mentions
Aggressive/nuisance dog behaviour not addressed	Complaints about barking, roaming, and intimidation of walkers by off-leash dogs.	25 mentions
Penalty system ineffective	Fines seen as too low to deter repeat offenders; calls for increasing penalties for non-compliance.	20 mentions

Major themes from combined feedback (received at Question 21):

Theme	Summary	Number of mentions
Demand for secure fenced dog parks	Clear expectation from multiple towns for purpose-built, safe, separated, and maintained dog parks.	87 mentions
Support for 24/7 cat containment	Seen as necessary to protect wildlife and reduce nuisance behaviour (e.g. trespassing, fighting, defecation).	60 mentions
Balance of rights: pet owners vs community	Tension between pet lovers and those frustrated by pet-related nuisances. Need for mutual respect and enforcement.	50 mentions
Recognition of responsible owners	Calls for incentives (e.g. cheaper registration, support programs) to reward those who desex, contain, clean up.	25 mentions
Greater education on pet behaviour and responsibilities	Suggested for cats (containment), dogs (barking, off-leash etiquette), and kids (how to behave around pets).	25 mentions
Anti-pet tone or survey framing	Several felt the DAMP process is punitive or biased toward restrictions. Call for more balanced, community-positive messaging.	15 mentions
Cost of ownership barriers	High registration and enclosure costs noted as causing under-registration and risk of surrender. Desire for affordability schemes.	20 mentions


Summary of written submissions

Of the 6 written submissions received the following topics were raised:

- Support for 24/7 cat containment - 2 submissions
- Opposition to 24/7 cat containment – 3 submissions
- Support for Mandatory cat desexing – 1 submission
- Support for cat desexing initiatives– 2 submissions
- Support for low-cost microchipping (cats) – 1 submission
- Support & subsidised cat enclosures – 1 submission
- Simplified pet registration process – 1 submission
- Emergency support for pets – 1 submission
- Wildlife protection/environmental impacts (cats) – 3 submissions
- Public Health/mental health concerns (re: roaming cats) – 3 submissions
- Criticism of State Cat Management Strategy (calling for Council to make a difference) – 1 submission
- Enforcement challenges (re: roaming cats) – 2 submissions
- Dog prohibited areas (support for) – 1 submission
- Effective control/under controlled dogs – 2 submissions
- Request for further education, communication & enforcement (cats and dogs) – 3 submissions
- Enforcement – Re: unregulated boarding/breeding businesses – 2 submissions
- Noise and Nuisance from barking dogs – 1 submission
- Positive role of cats in rodent control – 1 submission

Appendix 1: Communication methods and reach

Communication method	Activity (including reach - where measurable)
<p><u>Website:</u></p> <p>1 April – 28 April 2025</p> <p><i>'Your Say' (dedicated engagement page – dog off leash area consultation) - MRSC website</i></p>	<p><u>Domestic Animal Management Plan 2026-2029</u> yoursay.mrsc.vic.gov.au/DAMP</p> <p>1478 page views during consultation period</p> <p>'Have Your Say' online survey received 454 contributions, 418 contributors.</p>
<p><i>Website News Item</i></p>	<p>This news item https://www.mrsc.vic.gov.au/About-Council/News/News/Meows-the-time-to-find-your-bark-on-our-next-plan-for-dogs-and-cats had 65 views.</p>
<p><i>Website banner</i></p>	<p>A DAMP consultation promotional/communication banner appeared on each of our pet related web pages throughout the promotional period, notifying visitors to the page/s about the consultation.</p>
<p><u>Social Media</u></p> <p><i>MRSC Facebook posts</i></p>	<p>Facebook Post on 02 April 2024 reached 4.3K, 30 interactions (reactions, shares, comments) and 176 link clicks.</p>

<p>MRSC Instagram posts</p> <p>MRSC X (formerly Twitter) posts</p>	 <p>Instagram post 351, 11 interactions and 28 link clicks (via bio).</p> <p>reach = 54.</p>
<p><u>eNews</u></p> <p>MRSC DAMP Consultation (April 2025) eNews</p>	<p>Snapshot of eNews sent:</p> <ul style="list-style-type: none"> DAMP eNews blast was sent on 15 April 2025 to 464 subscribers. 76% open rate and 199 click throughs to your say page. subject line 'Council's Domestic Animal Management Plan – further opportunity to have your say!'.
<p>MRSC Environment eNews Sent April 2025 – including 'Have your say: Council's DAMP'</p>	<ul style="list-style-type: none"> An article was included in the April edition of the Environment eNews that was sent to 1,847 subscribers and had 14 click throughs to the 'Your Say' page.



Macedon Ranges
Shire Council

Appendix 2: Example communication materials and media coverage

Macedon Ranges Shire Council *your say*

Domestic Animal Management Plan

- Council's key document relating to cats and dogs
- We're crafting a new plan to run from 2026-2029
- Your feedback is invited until 5pm, 28 April 2025

Scan the QR code or visit yoursay.mrsc.vic.gov.au/DAMP

Tuesday, 1 April, 2025. SUNBURY & MACEDON RANGES STAR WEEKLY 11

Paws for thought

People can contribute feedback on cat and dog management through Macedon Ranges Shire Council's Domestic Animal Management Plan, now due for review. Council's director of planning and environment Rebecca Stockfeld said council's DAMP 2021-2025 had delivered a range of initiatives to support pet owners and the public over the past four years.

Some of these initiatives include the 'For the Love of Paws' responsible pet ownership campaign, improved pet signage and an increased number of pet registration and compliance checks.

"Whether you own a pet or not, we value your perspectives on the effectiveness of the initiatives we've rolled out to date, and any ideas on what we could consider implementing," she said.

This initial consultation is the first of a consultation process, with initial feedback to inform the development of the draft DAMP 2026-2029, which will then be exhibited for another round of consultation.

This consultation is separate to an earlier consultation last year reviewing current designated dog off-leash and prohibited areas.

Feedback is invited from now to 5pm on April 28. To contribute feedback, visit: yoursay.mrsc.vic.gov.au/DAMP

Hard copies of surveys are also available on request from the council's customer service centres, or via post by calling: 5422 0333.

Macedon Ranges Shire Council
April 2 at 2:30 PM · 45

We're preparing a new Domestic Animal Management Plan and we want to hear from everyone! Whether you're a pet owner or not, your input will help shape how we promote safety and welfare for pets, people, and the environment.

Complete a quick survey at yoursay.mrsc.vic.gov.au/DAMP and share your thoughts.

🗓️ Survey closes Monday 28 April 🗓️

Macedon Ranges Shire Council *your say*

Domestic Animal Management Plan

- Council's key document relating to cats and dogs
- We're crafting a new plan to run from 2026-2029
- Your feedback is invited until 5pm, 28 April 2025

Scan the QR code or visit yoursay.mrsc.vic.gov.au/DAMP

7 · 3 comments · 20 shares

Like · Comment · Share

View more comments

Michelle Yvonne
Thank you MRSC

Talking cats and dogs

Macedon Ranges council is seeking community input on its Domestic Animal Management Plan 2026-2029. A Domestic Animal Management Plan (DAMP) outlines the key issues, objectives and priorities for how cats and dogs will be managed in the community. The plan relates to cats and dogs only – no other pets or animals. Areas covered by the plan include responsible pet ownership topics such as desexing and microchipping, effective control of dogs in public areas, dog on and off-leash areas, nuisance dogs and cats, barking dogs, cat confinement, and collection and disposal of animal excrement. The survey can be completed on the council's YourSay platform.

FOR BREAKING NEWS, VISIT
 Web: starweekly.com.au
 Sunbury & Macedon Ranges Star Week
 @starweeklynews
 @star_weekly

Macedon Ranges Shire Council *your say*

Domestic Animal Management Plan

- Council's key document relating to cats and dogs
- We're crafting a new plan to run from 2026-2029
- Your feedback is invited until 5pm, 28 April 2025

Scan the QR code or visit yoursay.mrsc.vic.gov.au/DAMP

CONSULTATION CLOSING SOON



Dog Off Leash and Prohibited Area Consultation 2024 Report

(Summary of feedback received
including Officer recommendations)



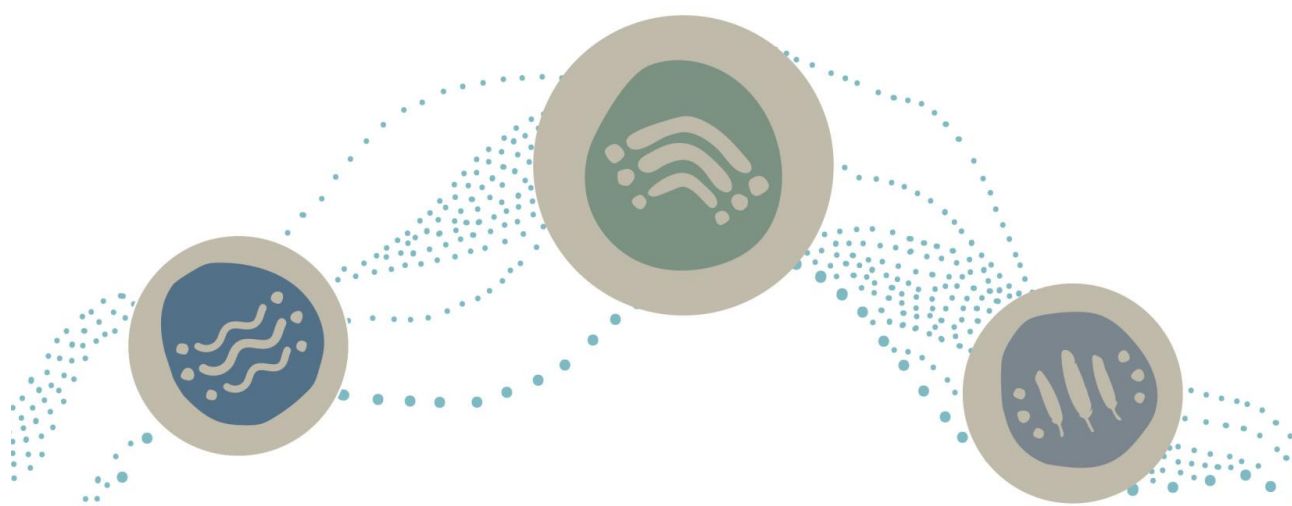
Acknowledgment of Country

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

Council also acknowledges local Aboriginal and/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

"Both artworks talk about our connection, connection to Country, connection to places and connection to each other. This is signified by the whimsical circles that form the 'rivers; that wrap around our lands and ourselves. It reminds us that we should look out for one another."



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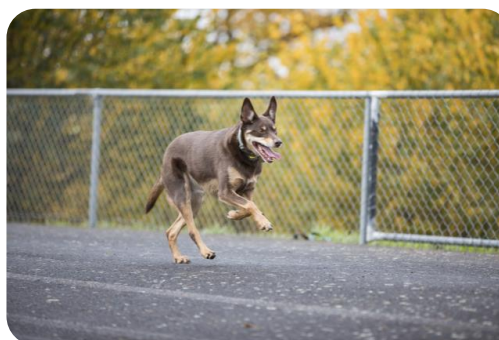
Background

In 2020, Macedon Ranges became a dog on-leash shire, introducing 52 designated dog off-leash areas.

At this same time, we introduced prohibited areas to protect the shire's sensitive native environment from the impact of dogs and cats.

Councils' Dog and Cat Order 2019 - Domestic Animals Act 1994 (incorporating Schedules 1 and 2) relates to dog on-leash requirements for dogs across the shire (unless in designated off-leash areas). It specifies Council's current designated off-leash areas (Schedule 1) and prohibited areas for dogs and cats to protect significant environmentally sensitive areas (Schedule 2).

An action in Council's Domestic Animal Management Plan (2021-2025) required Council to review Schedule 1 and Schedule 2 of Council's Dog and Cat Order 2019, to inform potential activities for inclusion in Council's next Domestic Animal Management Plan (2026 - 2029).



Community Consultation

Council undertook community consultation to support the above action between **15 July to 11 August 2024**.

The main aim of the consultation was to seek community feedback on Council's current designated dog off-leash areas and prohibited areas (for dogs and cats), specifically gathering information on:

- what the community feels is working
- what needs to be improved in this space
- any suggestions for new areas to be considered.

Council sought community feedback from all members of the community (whether pet owner or not) via Council's online 'Have your Say' platform.

Interactive mapping tools were used as part of the consultation - allowing users to:

- comment on existing dog off-leash and prohibited areas using a form.
- add new pins to the interactive maps to suggest new areas/provide comment on areas (in addition to existing dog off-leash and prohibited area feedback).

For those unable to provide feedback in the online format, written submissions were offered.

Feedback gathered has been considered in the development of Council's next Domestic Animal Management Plan 2026 - 2029, including any adjustments to Council's Dog and Cat Order 2019.

Project timeline

Timing	Activity
June 2024	Internal reference group was formed including representatives from Local Laws, Strategic Planning, Statutory Planning, Environment, Open Space, Recreation and GIS. The group purpose: to help promote the consultation to key stakeholder groups, participate in reviewing the consultation feedback, and help inform recommendations for next steps to Council.
June – July 2024	Planning and preparations for consultation – Local Laws, Communications & GIS teams
Monday 15 July 2024	Consultation opened
Sunday 11 August 2024	Consultation closed
January – April 2025	On-ground assessments were conducted considering the feedback received through community consultation. An internal reference group involving representatives from Local Laws, Strategic Planning, Statutory Planning, Environment, Open Space, Recreation, Resource Recovery, and Facilities Projects further considered feedback and contributed to recommendations for changes to areas as outlined in this report.

Scope of consultation

Under Council's *Community Engagement Policy*, a requirement is to include consideration of any submissions received as part of any statutory community consultation under applicable legislation.

Our level of engagement for this project was set as "Inform" and "Consult" (consistent with Council's *Community Engagement Policy*), with the following methods chosen to engage our community.

Level of Engagement	Methods
Inform	Posters with QR code (distributed throughout community, at vets, pet supply stores and laminated versions at all of Councils dog off leash spaces), communications on Council's website (have your say page, dog off leash area page, web banner on main page and pet related pages), newspaper advertisements and editorial, newsletter inclusions (school newsletters and community newsletters), e-newsletters (Local Laws, MRSC environment e-news, and Eco Dev e-news), postcard sized flyers, and social media posts.
Consult	<p>Online survey utilising interactive maps (written submissions also welcomed for those who may be unable to complete online).</p> <p>Information displays (including posters and postcards) were displayed at Council offices, Visitor Information Centres, libraries, vets, and pet supply businesses throughout the shire.</p> <p>Staff member stationed at popular dog off leash areas/walking trails – handed out postcard sized flyers throughout the consultation period.</p> <p>Staff from Community Services – handed out postcard sized flyers at Village Network coffee catch ups and assisted in sharing information with aging/disability networks.</p> <p>Staff from Parks and Rec – assisted in sharing information with sport and rec user groups and networks.</p> <p>Staff from Environment – assisted in sharing information with Environmental groups and networks.</p>

Communication methods and techniques

The period of community engagement for the *Dog off leash area consultation* (Monday 15 July – Sunday 11 August 2024) was promoted via the following communication methods and techniques:

Method / technique	Engagement
Council's website – including the Have your say page, dog off leash area page, web banner on main page and pet pages	> 5,000 views across the various web pages <i>See Appendix. 1 for further details</i>
Online Survey – via Council's 'Have Your Say' social pinpoint platform (utilising interactive maps)	543 online submissions received (from 289 contributors).
Council's social media platforms – including posts and stories on Facebook, Instagram, and X (formerly Twitter)	Our greatest reach was on Facebook. 5.9k reactions comments and shares on the Facebook platform. <i>See Appendix. 1 for details</i>
eNews – including various MRSC-initiated newsletters	<i>See Appendix. 1 for details</i>
Signage – posters distributed for display at various locations throughout the shire including local town/supermarket noticeboards, local veterinary clinics in the shire, pet supply related businesses with shop/store fronts, all MRSC Council offices and two visitor information centres and all Goldfields Libraries located in the shire. Laminated versions of the A3 poster were also installed at all 52 designated dog-off leash areas throughout the shire.	
Paid and unpaid advertising – in local print media, community, and school newsletters	<i>See Appendix. 1 for details</i>

In-person/staffed promotional activities <ul style="list-style-type: none">• Staff member stationed at popular dog off leash areas/walking trails and at the local dog obedience club, distributed approximately 120 postcard sized flyers to interested parties.• Rangers distributed postcards to interested parties while out in the field.• Staff from Community Services – handed out postcard sized flyers at Village Network coffee catch ups and assisted in sharing information with aging/disability networks.	<i>See Appendix.1 for details</i>
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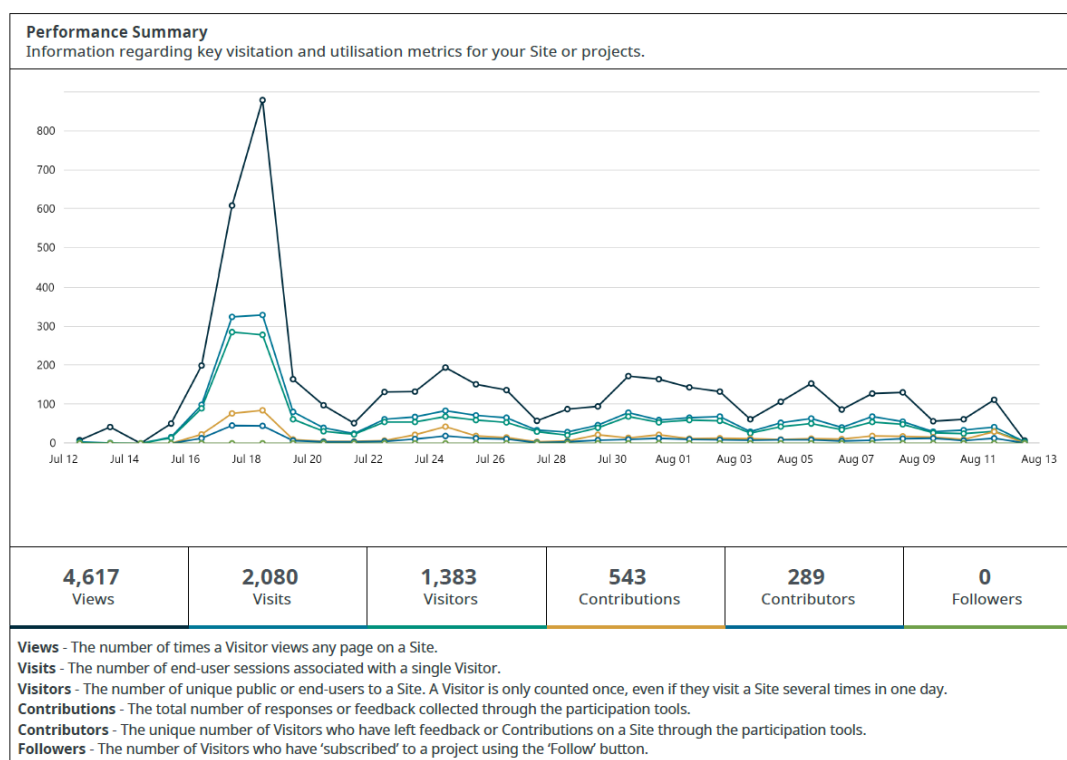
Consultation results - summary

A total of **543 online contributions** were received and **34 written submissions** received via email/post.

Details of the consultation process and high-level findings are outlined throughout this report.

Online contributions

Council received **543 contributions** (from 289 contributors) via the online 'Have your say' platform.



Kyneton, Gisborne, and Woodend received the highest number of online contributions, followed by Romsey and Lancefield, as shown in the table below:

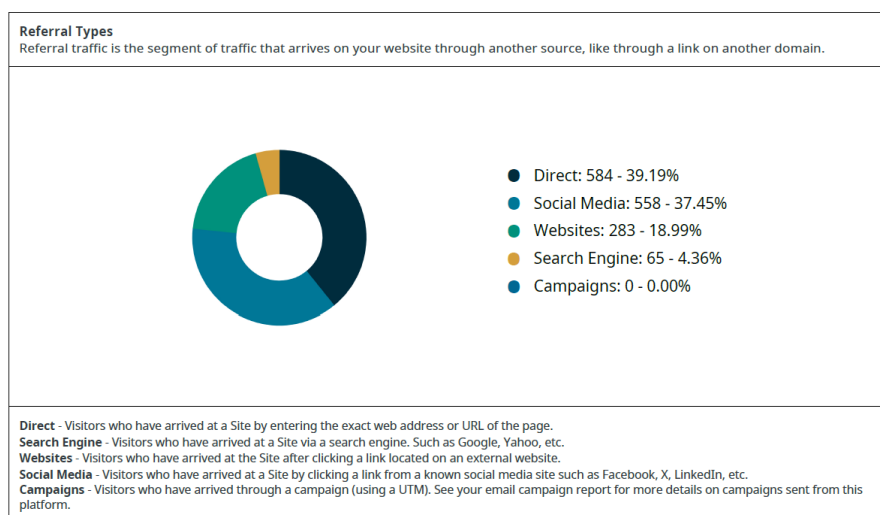
Top Activities Top Activities is the top 5 tools that received the highest contributions				
Activity	Page Name	Contributions	Contributors	
 Social Map	Kyneton dog off-leash and prohibited areas	215	119	
 Social Map	Gisborne, New Gisborne and Gisborne South dog off-leash and prohibited areas	138	73	
 Social Map	Woodend / Hanging Rock dog off-leash areas and prohibited areas	83	40	
 Social Map	Romsey dog off-leash areas and prohibited areas	47	23	
 Social Map	Lancefield dog off-leash areas and prohibited areas	24	20	

Acquisitions

Most traffic arriving to our consultation page came from either:

- **Direct links** – which would include our posters, postcards, and communications pieces with either the QR code included and/or direct URL links provided.
- **Social media** – which would include our socials posts and any shares resulting from this.

Websites – which would include any news items, community newsletters, school newsletters and other community groups/businesses sharing our information on their own sites and platforms.



NOTE: the 'Campaigns' item referred to in the above table is not applicable for this project, given an external EDM platform was used to deliver our campaigns in this case and so is not represented in the above data.

Written Submissions

Council received a total of 34 written submissions via mail/email.

We received the highest number of submissions from Gisborne and New Gisborne, Woodend, and Kyneton, followed by Lancefield, Romsey, and Riddells Creek, with the remainder relating to general comments as opposed to specific areas.

General feedback not relating to a particular township included:

- Too few off leash areas in the Macedon Ranges – would like to have more off leash walking trails and more designated off leash areas.
- Seeking dedicated escape proof off leash areas for small dogs as other Councils do.
- Off leash areas in the Macedon Ranges are poor quality locations, very few have rubbish bins, very few with water tap with built in dog water bowls, and lack of shaded seating, but have good signage.
- Support for use of sports ovals as off leash areas when sport is not on.
- Issues with dog poo not being picked up – requests for more bins and poo bags¹.
- Suggestion that Council supply low cost environmentally friendly poo bags for purchase.
- Need for improved education and signage.
- Concerns dogs are prioritised in open spaces to the detriment of wildlife that need open space for refuge and habitat.
- Dogs should always be on leash except in securely fenced off leash areas – suggestions for dog parks to replace shared off-leash areas.

¹ Note: Council currently has 19 dog poo bag dispensers located throughout the shire that are refilled once per week.

Consultation results - by area

Council Officers have put together a high-level summary of the contributions received for each town, as outlined below.

Kyneton – Contributions summary

- **119 people participated via the 'Have Your Say' Platform**
- **215 individual comments on the 'Have Your Say' Platform** - 109 received via public map pinned posts, and 106 received via private form responses re: Council's existing designated areas.
- **8 written submissions relating to Kyneton areas**
- **9 suggestions for new dog off leash/prohibited areas in Kyneton**
- **Top 3 most commented on areas:** Campaspe River Walk, Rollinson Reserve and Hurry Reserve. However, Oak Park and Barkley Square were also significantly mentioned in the contributions received.

Feedback on designated off leash and prohibited areas throughout Kyneton summarised below (by topic).

NOTE: Those with a ^ next to them were mentioned more than once. Blue columns = Community Consultation feedback – positive mentions and suggested improvements. Orange columns= Council Officer inspection/assessment of site to consider community feedback.

Designated area in Kyneton	Positive mentions (from community)	Suggested improvements. (from community)	Officer inspection/ assessment of site to consider community feedback	Officer actions and recommendations
Barkly Square	<ul style="list-style-type: none"> Great multipurpose facility. Great fenced area – safe for dogs and people^ Great dog park^ Dogs can safely run without bothering non-dog walkers. 	<p><u>Signage:</u></p> <ul style="list-style-type: none"> More signage regarding on/off leash areas <p><u>Behavioural concerns:</u></p> <ul style="list-style-type: none"> Possibility of dogs approaching people aggressively <p><u>Council should implement:</u></p> <ul style="list-style-type: none"> More bins <p><u>Suggested off lead time:</u></p> <ul style="list-style-type: none"> afternoon off leash time <p><u>Dog poo:</u></p> <ul style="list-style-type: none"> not being picked up^ <p><u>Council maintenance:</u></p>	<ul style="list-style-type: none"> Viewed older signage. Lack of bins installed in the area. Has a poo bag dispenser already installed. 	<p>In motion:</p> <ul style="list-style-type: none"> Replacement of old conflicting signage with new regulatory and poo signs. <p>Future recommendations:</p> <ul style="list-style-type: none"> Installation of bin/s for this area. Effective control sign

		<ul style="list-style-type: none"> • Mowing the grassed areas, repairing fences • Gates difficult to open / close • Fencing requires maintenance^ <p><u>Suggestions for:</u></p> <ul style="list-style-type: none"> • Toilet access • Fenced puppies play area 		
Bluestone Rise Park	<ul style="list-style-type: none"> • Good area with lots of room for dogs to run • Great dog park ^ 	<p><u>Council to consider:</u></p> <ul style="list-style-type: none"> • Fencing off leash area/ playground^ • Regular mowing • Installation of rubbish bins and/or poo bag dispenser^ • Separation between off leash area & playground • Extending the area to the south for better usability <p><u>Behavioural concerns:</u></p>	<ul style="list-style-type: none"> • Observed as a residential area – owners can bring their own poo bags. • There is already a bin here. • Fencing between reserve and freeway. • No clear boundary between off leash area and playground. 	<p><u>Future recommendations:</u></p> <ul style="list-style-type: none"> • Consider future opportunities for plantings to create/determine a boundary between off leash area and playground.

		<ul style="list-style-type: none"> • barking dogs • unsupervised dogs^ <p><u>Council should implement:</u></p> <ul style="list-style-type: none"> • fencing around playground. 		
Bolton Reserve		<ul style="list-style-type: none"> • Not many people use this area but as there is a play area for children – suggest it be re-assessed. 	<ul style="list-style-type: none"> • Observed 5m from playground signage. • Existing bins and seating in the area were observed. • Area is a residential pocket park – walkers to pick up their own poo and dispose of it. • Observed need for regulatory and poo signage to be installed. • Consider some plantings in the area. • No existing issues have been raised. 	<p>In motion:</p> <ul style="list-style-type: none"> • Installation of regulatory and poo signage. <p>Future recommendations:</p> <ul style="list-style-type: none"> • Consider future opportunities for plantings in the area. • Redefine boundaries for the designated off leash area to exclude the Children's playground.

Campaspe River (currently prohibited within the waterway and within 5 mt from the embankment)		<ul style="list-style-type: none"> • Clearer signage^ 	<ul style="list-style-type: none"> • Recommendation sought from environment team. 	Future recommendations: <ul style="list-style-type: none"> • Change of restriction “5 metres from embankment” to “3 metres from embankment” re: river prohibition.
Campaspe River Walk	<u>Community benefits:</u> <ul style="list-style-type: none"> • Highly valued for exercise, social interaction, and mental health benefits – (both dogs and humans) ^ • Great area for walking dogs, particularly in the early morning. • Most early dog walkers are responsible and have friendly, well-trained dogs. • safer for single and elderly people to walk dogs in an area where others are walking theirs. 	<u>Suggested off lead time:</u> <ul style="list-style-type: none"> • afternoon off leash time^ • extended off leash time^ • off leash times are too restrictive^ • should always be on leash • current off-leash times don't accommodate working dog owners^. <u>Council should implement:</u> <ul style="list-style-type: none"> • more bins^ • seating • drinkable water 	<ul style="list-style-type: none"> • Footpath stencils – observed lots of the stencils placed out on the footpaths. • Footpath decals installed were observed – however, those around the Mill St area have been removed. • Observed need for more poo signage. • More bins could be installed around the walk to better service it. • Observed area west of Oak Park as potential extension to the off-leash area (if decide to stop 	In motion: <ul style="list-style-type: none"> • Additional poo signage throughout the walk. Future recommendations: <ul style="list-style-type: none"> • Installation of more bins around the walk. • Proposed changes to the designated off leash area (for timed off leash path) with area to start at Jennings Street and expand further under the Mollison Street bridge to Langley Street. Noting the length of the current timed walking track is 2,405m and the new proposed version (from Jennings to

	<ul style="list-style-type: none"> • Perfect for energetic and more sedentary dogs • Area is well-maintained and appreciated by the community. • Off-lead time is invaluable for high-energy dogs to run, sniff, and socialise. • Owners are responsible, swiftly addressing any poor dog behaviour. • The space fosters social interaction for both dog owners and non-dog owners. • Footpath is great and accessible, allowing more people to use the walk. • Opportunity for little dog to be off-leash and sniff around. 	<ul style="list-style-type: none"> • more dog poo bags^ • safer parking spaces • more fencing near roadside • more fencing in the area • agility equipment • better footpaths along Mill St <p><u>Council Maintenance:</u></p> <ul style="list-style-type: none"> • Controlling feral cats & foxes • Pathway requires maintenance • Bridge requires maintenance <p><u>Dog Parks and Facilities:</u></p> <ul style="list-style-type: none"> • request to be on leash area^ 	<p>short of Mill St end). This could help reduce complaints about off-leash dogs on side residential streets.</p> <ul style="list-style-type: none"> • Water station has already been installed. 	<p>Langley Street) would be 2,069m.</p>
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	<ul style="list-style-type: none"> The area fosters a happy and engaged community of dog owners. Interaction between dog owners and non-dog owners is generally positive. <p><u>Dog parks & Facilities:</u></p> <ul style="list-style-type: none"> The riverwalk is my favourite part of Kyneton It's a lovely area but you can only walk around in circles. Excellent opportunity for walking Works well and uses this walk seven days a week Maintain Campaspe River Walk as an off-leash area Feels lucky to have so many lovely places to exercise energetic dog in Kyneton 	<ul style="list-style-type: none"> not a suitable place for off leash area fenced off dog park Having on leash paths through off leash areas are confusing <p><u>Environmental Concerns:</u></p> <ul style="list-style-type: none"> Protection of wildlife/ wildlife corridor^ Dog poo not being picked up <p><u>Signage:</u></p> <ul style="list-style-type: none"> More signage regarding on/off leash areas^ <p><u>Behavioural concerns:</u></p> <ul style="list-style-type: none"> Possibility of dogs approaching people aggressively and/or unsupervised dogs^ Unsupervised dogs/ lack of effective control^ 		
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	<p><u>Other positive comments:</u></p> <ul style="list-style-type: none"> • The river walk is ideal for well-trained working dogs needing space to run. • Dog enjoys the walk, whether off-lead or on-lead. • No issues with poor dog behaviour over 7 years. • The river walks extending from the racecourse to the scout hall is well-used and appreciated. • Great area for walking dogs^ • Improvements in waste management due to additional bins have reduced dog droppings. • Most people and dogs are well-behaved and considerate/responsible owners.^ 	<ul style="list-style-type: none"> • Dogs at large causing hazards to traffic, residential areas, pets and children <p><u>Enforcement:</u></p> <ul style="list-style-type: none"> • increased monitoring and enforcement^ • Area used as off leash outside of designated time^. <p><u>Other concerns raised:</u></p> <ul style="list-style-type: none"> • Lack of trees for shading footpaths. • Concern about losing the off-leash time zone. • Safety concerns due to recent assaults in the area. 		
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	<p><u>Off lead times:</u></p> <ul style="list-style-type: none">• Off-lead times are working well.• Off-lead walking is fantastic and used daily. The dog-owning community in Kyneton is thriving because of it. The user feels safe walking alone with their dog, especially during off-lead times.• The availability of off-leash areas was a key reason for moving to Kyneton. Having this space is highly valued for exercising pets.• Off-leash split times (7:30 - 10 am) are well-utilized and appreciated by the community.• Valued opportunity to walk dogs off-leash. The off-leash time frame is short but appreciated. Ample on-lead time is available			
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	<p>for those who prefer to avoid off-leash periods.</p> <ul style="list-style-type: none"> Valued off-leash hours. 			
Campaspe Views Reserve	<ul style="list-style-type: none"> Popular and loved area among dog owners. 	<p><u>Suggested off lead time:</u></p> <ul style="list-style-type: none"> extended off leash time <p><u>Signage:</u></p> <ul style="list-style-type: none"> More signage regarding on/off leash area Clearer signage <p><u>Council should consider:</u></p> <ul style="list-style-type: none"> Lack of rubbish bins Lack of poo bag dispensers Regular mowing required Dog poo not being picked up 	<ul style="list-style-type: none"> Off leash times are already unlimited in this area Signage for location needs to be assessed 	<p>In motion:</p> <ul style="list-style-type: none"> More dog on/off leash and poo signage to be installed within the area. <p>Future recommendations:</p> <ul style="list-style-type: none"> Redefining the off-leash area boundaries to exclude the waterway area.
Dog prohibited river		<ul style="list-style-type: none"> Create designated area for dogs for swim 	<ul style="list-style-type: none"> Recommendation sought from Environment team. 	<p>Future recommendations:</p> <ul style="list-style-type: none"> Campaspe River to remain prohibited -

				<p>Change restriction from “5 metres from embankment” to “3 metres from embankment”.</p> <ul style="list-style-type: none"> • Additional waterways to be added to prohibited areas in Kyneton. • To investigate in future (as part of possible dog off leash area policy development) any dams etc that may be suited for dogs to swim (non-river/waterway options).
Gas Works Park	<ul style="list-style-type: none"> • Good size for the space. • Trees provide valuable shade. • Potential to be a great off-leash dog park or children's park. 	<p><u>Signage:</u></p> <ul style="list-style-type: none"> • Clearer signage <p><u>Council to consider:</u></p> <ul style="list-style-type: none"> • More bins, and poo bag dispensers (currently lack of) ^ 	<ul style="list-style-type: none"> • Additional poo signage to be considered. • No need for fencing in the area. • Dog water – Observed lack of plumbing in the area – deemed not reasonable or needed. 	<p>In motion:</p> <ul style="list-style-type: none"> • Installation of additional signage – FTLOP and regulatory.

		<ul style="list-style-type: none"> fenced off areas/current lack of fencing^ More fencing & gates dog water bowls, taps/ drink stations^ <p><u>Dog Parks and Facilities:</u></p> <ul style="list-style-type: none"> Fenced off area^ 	<ul style="list-style-type: none"> Observation revealed residential area, people can collect their dog poo and dispose of it in bins that are already there. 	
Hurry Reserve	<p><u>Fencing related:</u></p> <ul style="list-style-type: none"> Fully enclosed with a single entrance is ideal. Secure fenced area and gate which works well^ Fenced off area in the middle of town. <p><u>Amenity related:</u></p> <ul style="list-style-type: none"> Water tap with built-in dog bowl is appreciated. Appreciates the bin and water tap for both humans and pets. <p><u>General Feedback:</u></p>	<p><u>Council to consider:</u></p> <ul style="list-style-type: none"> Dog poo not being picked up^ Lack of Poo Bag Dispensers^ Lack of dog drink stations^ Address the steep and slippery entrance^. Better walking surfaces^ Upgrade the infrastructure within the velodrome. Lake of Shade/Shelter^ 	<ul style="list-style-type: none"> A grant was applied for and awarded to Council to enable works for a potential dog park in this space. Poo signage needs to be added throughout the area. Observed a designated person and dog drink station at the entry. Observed need for better walking surfaces. 	<p>In motion:</p> <ul style="list-style-type: none"> Installation of additional signage – FTLOP and regulatory. <p>Important update regarding Hurry Reserve:</p> <ul style="list-style-type: none"> Council welcomed a recent announcement (April 2025) from Victoria's Minister for Environment Steve Dimopoulos that a grant application of just over \$99,000 was among 26 successful applications state-wide, through a \$4.9 million second round of the New and Upgraded

	<ul style="list-style-type: none"> Provides a safe environment for dogs off leash and practicing and proofing recall^ Safe space for dogs uncomfortable with others. Provides a space where dogs can play without disturbing others Creates a good community of friendly and connected dog owners and dogs^ Large space for dogs to run around^ Great visibility for observing dogs. Well-used and appreciated space. Hosts the Kyneton Dog Dash, a significant community event. 	<ul style="list-style-type: none"> Double gate for added security^ Lack of lighting Lack of seating Dog obstacle course <p><u>Bike related issues:</u></p> <ul style="list-style-type: none"> Not able to ride on Resurface velodrome to be able to ride bikes <p><u>Council Maintenance:</u></p> <ul style="list-style-type: none"> Water tap not working General ground maintenance Increase the frequency of grass cutting Fencing not completely secure around area Maintenance of park area especially in wet months 		<p>Dog Parks Program. Hurry Reserve (Kyneton Velodrome) designated dog off-leash area is therefore set for a much-needed upgrade. More information and firmer timelines will be provided as planning progresses, with completion targeted by June 2026.</p> <ul style="list-style-type: none"> Better walking surfaces will be assessed as part of this grant. <p>Future recommendation:</p> <ul style="list-style-type: none"> Slight change to restriction for off leash when events not in progress – to enable continuation of the Daffodil Festival Dog Dash.
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		<p><u>Signage:</u></p> <ul style="list-style-type: none"> • Clearer signage <p><u>Enforcement issues:</u></p> <ul style="list-style-type: none"> • Area used as off leash outside of designated time • Increase ranger patrol for compliance 		
Kyneton Showgrounds Oval 2	<ul style="list-style-type: none"> • Large areas for dogs to run^ • Ideal space for off-leash dog walking. • Great for socializing dogs with other pups. • Often frequented by other dog owners, creating a dog-friendly environment. • Off leash is excellent 	<p><u>Council to consider:</u></p> <ul style="list-style-type: none"> • Lack of rubbish bins^ • Fence on road to provide more security • Fencing around playground^ • Fenced area" • "Puppy built playground • Make no dogs allowed on sporting grounds^ • More poo bags <p><u>Effective control:</u></p> <ul style="list-style-type: none"> • lack of effective control <p><u>Other:</u></p> <ul style="list-style-type: none"> • Duck poo 	<ul style="list-style-type: none"> • Observed lack of poo signage and 5m signage. • Area has existing barriers; therefore, fencing is not required. • Observed lack of poo bag dispenser • Observed x2 bins in the area. • Observed no 'Dog on leash during events' signage is at any of the entrances. 	<p><u>In motion:</u></p> <ul style="list-style-type: none"> • Additional poo signage for the area. • 'Dog on leash during events' signage to be placed at the entrances. • 5m signage to be installed around the playground. <p><u>Future Recommendation:</u></p> <ul style="list-style-type: none"> • Installation of a poo bag dispenser for this area.

Oak Park, Kyneton Botanic Gardens	<ul style="list-style-type: none"> • Works very well - just a little small • Good to have somewhere on the river walk that dogs can stretch their legs after 10am • A great quiet place • Great place to socialise with friends and their dogs^ • Great area for dog training • Nice to have a permanent off-lead area with some shelter provided by the trees. A lovely spot. • Lovely open, shaded area • It's a lovely area to have access to for off lead walks any time of day. 	<p><u>Effective control/enforcement:</u></p> <ul style="list-style-type: none"> • Too crowded • Uncontrolled dogs - Lack of effective control • More enforcement <p><u>Signage:</u></p> <ul style="list-style-type: none"> • More signage^ <p><u>Council to consider:</u></p> <ul style="list-style-type: none"> • Extended the off-leash time^ • Would like to personally donate Communal dog toy box • More bins^ • Add a picnic table^ • Add a water fountain • Small area - Extend the off-lead area^ 	<ul style="list-style-type: none"> • Observation revealed that seating has been installed nearby. • Signage has been implemented. • Off leash area and timed on leash signage are still needed. 	<p>In motion:</p> <ul style="list-style-type: none"> • Additional off leash area and timed on leash signage – for clearer delineation of where off leash area starts and finishes, especially near the river walk.
Rollinson Reserve	<ul style="list-style-type: none"> • Rollinson Reserve has good facilities for riders and is well-used by the Kyneton Pony Club and 	<p><u>Safety concerns (horses):</u></p> <ul style="list-style-type: none"> • Dogs off leash are incompatible with 	<ul style="list-style-type: none"> • Observation and assessment of the area suggest a review of the boundaries for the off 	<p>Future recommendation:</p> <ul style="list-style-type: none"> • Proposed changes to the off-leash area boundaries as follows:

	<p>Kyneton Adult Riding Club.</p> <ul style="list-style-type: none"> • Great/large space for dogs^ • Large quiet off leash space 	<p>equestrian activities - risk of causing injury</p> <ul style="list-style-type: none"> • Dogs need to be on leash at the reserve or a fully enclosed off leash dog area needs to be built • Fenced off area so dogs & horses do not mix. • Safety Risks: Loose dogs pose a danger to performance horses and riders, causing unnecessary stress and potential risk. • No serious accidents yet, but high risk of potential accidents. • Off-lead dogs can chase or startle horses, causing dangerous situations • Numerous near misses reported. 	<p>leash area is required - considering equestrian activities at this location.</p> <ul style="list-style-type: none"> • Signage in the area to be determined once we have reviewed the area boundary. 	<ul style="list-style-type: none"> ○ Remove the equestrian section of Rollinson Reserve from the designated off-leash area – dogs will need to always be on leash to ensure the safety and compatibility of shared use. ○ Remaining section of reserve used for occasional motor sports to remain timed off-leash when events are not in progress. • Review signage pending boundary review/changes.
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		<ul style="list-style-type: none">• Horses using same area as dogs• Opposed to area being off leash - dangerous for horses and riders^• Dogs should be on leash when horse on site – not just events^ <p><u>Signage:</u></p> <ul style="list-style-type: none">• Need for Clear Signage: Install clear signage to prohibit loose dogs and inform about risks and penalties.• Signage at main entrances may be missed as dogs can enter from various points around the perimeter. <p><u>Council to consider:</u></p> <ul style="list-style-type: none">• Some dog owners lack vigilance, increasing risk.		
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		<ul style="list-style-type: none">• Timed off leash or fenced off leash area suggested• Fenced off dog area suggested if to be retained as off leash area^• Suggest specific off leash times and enforce• Suggest retaining as off leash area• Need another large park for dogs <p><u>Public Awareness:</u></p> <ul style="list-style-type: none">• Ensure dog owners are aware of the risks and penalties associated with allowing dogs off-lead in this area. <p><u>Alternative Spaces:</u></p> <ul style="list-style-type: none">• Emphasize that there are other safe areas in the shire for exercising dogs off-lead without endangering others.		
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Suggested Off Leash Areas from Community:				
Toy Park (High St – near Info Centre)			<ul style="list-style-type: none">• not suitable for an off-leash area as is placed on a medium strip and is a service area for the information centre.• This area already has a children's playground.	Not considered a viable option for a new dog off leash area.

Other feedback raised via the public map pinned posts for Kyneton and/or the written submissions included:

- Lucky to have so many lovely places to exercise dogs in Kyneton
- Being unable to leave dogs outside shops results in more car trips and less exercise
- On leash paths through off leash areas are confusing
- Establish an education and awareness program that promotes a culture of respect and goodwill for all dogs and their owners
- Community benefits of off leash areas – Mental health benefits, building friendships and being able to socialise
- Council to establish more seating within the dog off leash areas
- Lack of bins within the area resulting to irresponsible owners not collecting poo

Gisborne – Contributions summary

- **73 people contributed on the 'Have Your Say' Platform**
- **138 online contributions on the 'Have Your Say' Platform** - 71 contributions received via public map pinned posts, and 67 contributions received via private form responses re: Council's existing designated areas.
- **9 written submissions relating to Gisborne, New Gisborne and Gisborne South dog off-leash areas and prohibited areas**
- **27 suggestions for new dog off leash/prohibited areas in Gisborne.**
- **Top 3 most commented on areas:** Dixon Field Oval, Gisborne Fields & Sankey Reserve.

Feedback on designated off leash and prohibited areas throughout Gisborne is summarised below (by topic).

NOTE: Those with a ^ next to them were mentioned more than once. Blue columns = Community Consultation feedback – positive mentions and suggested improvements. Orange columns= Council Officer inspection/assessment of site to consider community feedback.

Designated area in Gisborne	Positive mentions (from community)	Suggested improvements (from community)	Officer inspection/ assessment of site to consider community feedback	Officer actions and recommendations
Chessy Park Drive Reserve	<u>Dog Parks and Facilities:</u> <ul style="list-style-type: none"> Great area for dogs to run around Council is good at maintain the area 	<u>Council Maintenance:</u> <ul style="list-style-type: none"> Regular lawn mowing Empty bins <u>Council should implement:</u> <ul style="list-style-type: none"> More signage for off/on leash & poo signage More poo bags A seating area or picnic tables 	<ul style="list-style-type: none"> Observed lack of seating. Area would suit natural log bench/similar. Observed lack of poo signage Need to see boundaries for Vic track land. Observation confirmed lack of poo bag dispenser, but may not be appropriate for nature of park (small neighbourhood pocket park). 	In motion: <ul style="list-style-type: none"> Installation of additional poo signage – Completed Feb 2025 Future recommendations: <ul style="list-style-type: none"> Consider installation of a natural log bench/ or similar. Need to determine boundaries of Vic track land. Investigate the need for provision of poo bag dispenser.
Dixon Field	<u>Dog Parks and Facilities:</u> <ul style="list-style-type: none"> Off leash area is working well 	<u>Council should implement:</u> <ul style="list-style-type: none"> Enclosed dog off leash area 	<ul style="list-style-type: none"> Observation revealed improvements are needed RE: signage 	In motion: <ul style="list-style-type: none"> Improvements to signage to ensure only grassed

	<ul style="list-style-type: none"> Great access to area and parking 	<ul style="list-style-type: none"> Solar lighting More fencing <p><u>Behavioural concerns:</u></p> <ul style="list-style-type: none"> Dogs chasing the wildlife 	to ensure only grassed areas are off leash.	areas are off leash as well as additional poo signage.
Dixon Field Oval	<p><u>Dog Parks and Facilities:</u></p> <ul style="list-style-type: none"> Great area for exercise/socialising^ People are following the rules/ Rules are very clear^ Good sports precinct Off leash area is working well Great location & easy to access 	<p><u>Council should implement:</u></p> <ul style="list-style-type: none"> Water fountains for humans and dogs Fencing at the of park due to road Fenced off leash area More signage for off/on leash & poo signage Zone the area differently More bins to be added On leash area Lighting <p><u>Behavioural concerns:</u></p> <ul style="list-style-type: none"> Lack of effective control Irresponsible dog owners Lack of recall 	<ul style="list-style-type: none"> Observation revealed improvements are needed RE: signage to ensure only grassed areas are off leash. 	<p><u>In motion:</u></p> <ul style="list-style-type: none"> Improvements to signage to ensure only grassed areas are off leash as well as additional poo signage.

		<u>Enforcement:</u> <ul style="list-style-type: none"> Increased monitoring and enforcement from local law officers 		
Gilligan Reserve		<u>Council Maintenance:</u> <ul style="list-style-type: none"> More secure fencing 	<ul style="list-style-type: none"> Observation confirmed site is already fenced – need to review boundaries. Observed as good area for future opportunities. Noted effective control signage would be a good addition to this site. Large reserve area – designed for an off-leash area with dogs under effective control. 	<u>In motion:</u> <ul style="list-style-type: none"> Additional poo signage to be installed – completed Feb 2025. <u>Future recommendations:</u> <ul style="list-style-type: none"> Potential for future opportunity to enhance dog off-leash space. Create effective control signage and install in this area.
Gisborne Fields	<u>Dog Parks and Facilities:</u> <ul style="list-style-type: none"> Fantastic well used space^ Fosters a sense of community/opportunity for socialising ^ 	<u>Behavioural concerns:</u> <ul style="list-style-type: none"> Possibility of dogs approaching others aggressively <u>Council should implement:</u>	<ul style="list-style-type: none"> Observation revealed need for dogs off leash grassed areas only signage and poo signage. Noted as residential area. 	<u>In motion:</u> <ul style="list-style-type: none"> More dogs off leash grassed areas only signage to be installed.

	<ul style="list-style-type: none"> • Enjoyable area for dog walking • Residents are respectful • Leave the park as it is • Lots of open space 	<ul style="list-style-type: none"> • More signage for on/off leash and poo signage • More secure fencing • Dog park • Water fountains • More bins • Walking path/track • Fencing around playground and BBQ area <p><u>Council Maintenance:</u></p> <ul style="list-style-type: none"> • Emptying the bin regularly <p><u>Enforcement:</u></p> <ul style="list-style-type: none"> • Increased monitoring and enforcement from local law officers 	<ul style="list-style-type: none"> • Observed existing 5m from playground signage. • Noticed old signage which needs to be replaced. • Potential area for footpath stickers. • Secure fencing – not needed. • This area already has bins and a water fountain. 	<ul style="list-style-type: none"> • Installation of more poo signage. • Replacing all old signage with new signage at this location. <p>Future recommendations:</p> <ul style="list-style-type: none"> • Installation of footpath decals (FTLOP) in this area. • Future opportunities for the parcel of open space adjacent to this area to be used as an expansion of off leash area- investigate in future (as part of possible dog off leash area policy development).
I.R. Robertson Reserve		<p><u>Enforcement:</u></p> <ul style="list-style-type: none"> • Increased monitoring and enforcement from local law officers 	<ul style="list-style-type: none"> • Review equine strategy. • Observation/ assessment of space revealed the need to update this area to dogs on leash when events/horses are there. 	<p>Future recommendations:</p> <ul style="list-style-type: none"> • Proposed to dissolve this area as a designated dog off leash area. Recommending this area to always become dog on leash - due to the significant equestrian facilities onsite (not

			<ul style="list-style-type: none"> • Raised question of suitability of area for dogs as this seems to be a show jumping area. • Relook into boundaries to see if this is suitable for dogs. 	deemed suitable for dogs off leash).
Jacksons Creek (currently prohibited within the waterway and 5 metres from the embankment)	<u>Dog Parks and Facilities:</u> <ul style="list-style-type: none"> • Prohibited area is having a positive effect 	<u>Enforcement:</u> <ul style="list-style-type: none"> • Increased monitoring and enforcement from local law officers <u>Behavioural concerns:</u> <ul style="list-style-type: none"> • Dogs swimming in the creek <u>Council should implement:</u> <ul style="list-style-type: none"> • More signage for on/off leash and poo signage 	<ul style="list-style-type: none"> • Recommendation sought from Environment team. 	<u>Future recommendations:</u> <ul style="list-style-type: none"> • Change of wording “5 metres from embankment” to “3 metres from embankment” re: river prohibition. • Additional waterways to be added to prohibited areas. • Waa Creek • Howey Creek • Bunjil Creek • Marrum Bulok Creek.
Macedon Ranges Netball Complex		<u>Council should implement:</u> <ul style="list-style-type: none"> • Off leash area • Fenced off area 	<ul style="list-style-type: none"> • Inspection revealed need for poo signage to be installed. 	<u>In motion:</u> <ul style="list-style-type: none"> • Installation of additional poo signage – completed Feb 2025.

		<u>Environmental concerns:</u> <ul style="list-style-type: none"> Effects on wildlife 	<ul style="list-style-type: none"> Assessment of site with Open Space and Rec team considering the master plan for the sports precinct revealed questions around the ongoing suitability of this space for dog off-leash activities (due to in intended future use of this space as a sports precinct). 	<u>Future recommendation:</u> <ul style="list-style-type: none"> Proposed to dissolve the dog off-leash area at this location due to conflicting uses and insufficient space to safely accommodate multiple activities.
Mount Gisborne Reserve (current prohibited area)	<u>Dog Parks and Facilities:</u> <ul style="list-style-type: none"> Prohibited area is having a positive effect 	<u>Environmental concerns:</u> <ul style="list-style-type: none"> Protection of wildlife <u>Enforcement:</u> <ul style="list-style-type: none"> Increased monitoring and enforcement from local law officers <u>Council should implement:</u> <ul style="list-style-type: none"> More signage for on/off leash and poo signage 	<ul style="list-style-type: none"> Prohibited Area – need to consider patrols for this area resources allowing - weekend and afterhours. 	<u>In motion:</u> <ul style="list-style-type: none"> Increased patrols for this area where resources are available - including weekends and afterhours.
Pleasant View Open Space		<u>Council Maintenance:</u> <ul style="list-style-type: none"> Fix existing fencing Regular mowing <u>Council should implement:</u> <ul style="list-style-type: none"> Fenced off area 	<ul style="list-style-type: none"> Confined by residential fencing. Needs improved signage. 	<u>In motion:</u> <ul style="list-style-type: none"> Improvements to signage.

		<ul style="list-style-type: none"> • Provide a shaded area • Add more seating 	<ul style="list-style-type: none"> • Private pocket green reserve. 	
Ross Watt Reserve	<u>Dog parks and facilities:</u> <ul style="list-style-type: none"> • Great off leash area • Great open spaces 	<u>Council should implement:</u> <ul style="list-style-type: none"> • Fenced off dog park • More bins • Water fountains • Dog agility equipment • Gravel pathways <u>Behavioural concerns:</u> <ul style="list-style-type: none"> • Lack of effective control 	<ul style="list-style-type: none"> • Observed a poo bag dispenser already at this location, also, seating nearby that can be used. • Area already has multiple bins. • Observed need for more signage. • Master-planning done for this site with the decision that this area is not appropriate for a fenced dog park. • Gravel pathway – already there. 	<u>In motion:</u> <ul style="list-style-type: none"> • Additional signage • Installation of poo signage – completed Feb 2025. <u>Future recommendations:</u> <ul style="list-style-type: none"> • Consider if there is scope for natural enrichment for dogs in this space – logs, boulders, etc, considering additional tennis courts planned as part of Ross Watt Reserve Master Plan 2023 (however unfunded at this time).
Sankey Reserve	<u>Dog parks and facilities:</u> <ul style="list-style-type: none"> • Off leash area is fantastic/love it ^ • Great installation of bollards • Great fenced off area 	<u>Council should implement:</u> <ul style="list-style-type: none"> • More Bins • Water fountains • Keep dogs off the oval 	<ul style="list-style-type: none"> • Noted has a poo bag station already and multiple bins. 	<u>In motion:</u> <ul style="list-style-type: none"> • Additional signage for poo (regulatory signage). • Additional signage on the oval to show that it is dog

	<ul style="list-style-type: none"> Nice big open space Favourite off leash area in the shire Great parking Good amount of bins 	<ul style="list-style-type: none"> Providing more poo bags Gates on the oval Dog off leash area More lighting Secured fencing More signage for off/on leash and poo signage <p><u>Behavioural concerns:</u></p> <ul style="list-style-type: none"> Irresponsible dog owners 	<ul style="list-style-type: none"> Observed lack of regulatory signage for poo. Also observed need for signage on the oval to show that it is on leash when events are in progress. No dog poo was sighted on the oval. Noted sticker needs to be added to the poo bag dispenser. 	<p>on leash when events are in progress.</p> <ul style="list-style-type: none"> Sticker outlining use to be added to the poo bag dispenser. <p>Future recommendation:</p> <ul style="list-style-type: none"> Consider plans for any water fountains in future that could also accommodate dogs.
Sankey Reserve Open Space	<p><u>Dog parks and facilities:</u></p> <ul style="list-style-type: none"> Great open space Good place of socialise Off leash is working well Great location 	<p><u>Behavioural concerns:</u></p> <ul style="list-style-type: none"> Lack of effective control Lack of recall Roaming dogs <p><u>Council should implement:</u></p> <ul style="list-style-type: none"> More on/off leash signage More bins and poo bags Fenced off area 	<ul style="list-style-type: none"> Observation revealed site has seating. Noticed the need to review sign boundaries and clean up signage. Also noted this location could do with effective control signage. 	<p>Future recommendations:</p> <ul style="list-style-type: none"> Review signs for boundaries and clean up signage in general for this area. Create effective control signage and install in this area.

		<ul style="list-style-type: none"> Restrict off leash times 		
Steam Park	<u>Dog parks and facilities:</u> <ul style="list-style-type: none"> Great space for dog off leash Nice quiet area Lots of space 	<u>Environmental concerns:</u> <ul style="list-style-type: none"> Wildlife corridor Fenced off area due to the floral reserve <u>Council should implement:</u> <ul style="list-style-type: none"> Off leas area More poo bags Poo bag dispenser More bins Walking path/track More on/off leash signage 	<ul style="list-style-type: none"> May need to review or reduce the off-leash area boundaries. Need signs to create barriers. Has existing seating. Has a water tap – people will just need to bring a bowl. No poo bag dispenser as there is no bin in the area to dispose. Open mixed used place. A lot of kangaroo poo sighted. 	<u>Future recommendations:</u> <ul style="list-style-type: none"> Needs more signs installed to better designate off-leash areas. Needs poo signs installed – regulatory and FTLOP. Consider installation of bins and poo bag dispensers to discourage people from leaving dog waste or throwing waste into waterways. Proposed the off-leash area be restricted to the designated oval, the designated open area at the north end of the park, and the designated open area south of Webb Crescent. Restriction for off leash when events are not in progress to remain.

Turanga Reserve		<p><u>Council should implement:</u></p> <ul style="list-style-type: none"> • More seating in the area <p><u>Council Maintenance:</u></p> <ul style="list-style-type: none"> • Fix the ground as there are lots of holes 		<p>Future recommendation:</p> <ul style="list-style-type: none"> • Consider potential addition of seating
Willowbank Drainage Reserve	<p><u>Dog parks and facilities:</u></p> <ul style="list-style-type: none"> • Great walking area 	<p><u>Environmental concerns:</u></p> <ul style="list-style-type: none"> • Waterway and wildlife corridor <p><u>Council should implement:</u></p> <ul style="list-style-type: none"> • Dog on leash area • Poo bags • Extended time off leash <p><u>Behavioural concerns:</u></p> <ul style="list-style-type: none"> • Irresponsible dog owners • Roaming dogs 	<ul style="list-style-type: none"> • Observed need for dogs on leash 5m from playground signage. • Site investigation revealed need to assess environmental significance and purpose of this area. • Discussion with Environment team revealed need to review boundary at this location. 	<p>In motion:</p> <ul style="list-style-type: none"> • Dogs on leash 5m from playground signage. <p>Future recommendations:</p> <ul style="list-style-type: none"> • Proposed minor reduction of boundary in this area to exclude the Bunjil waterway area – designated area to run between rear of 12 Fowler Court Willowbank Rd and 16 Carinya Drive, Gisborne (to address environmental protection of the waterway area)
Worcester Road Open Space	<p><u>Dog parks and facilities:</u></p> <ul style="list-style-type: none"> • Beautiful reserve • Plenty of space 	<p><u>Council should implement:</u></p> <ul style="list-style-type: none"> • More seating and or benches 	<ul style="list-style-type: none"> • Observed need for dog on leash beyond this point signage. 	<p>In motion:</p>

		<ul style="list-style-type: none"> Fenced off dog park More bins and poo bags Dog agility equipment 	<ul style="list-style-type: none"> Massive residential pocket park – potential future opportunity for a dog park. Very well fenced off area. Area does lead down to a creek with a steep decline, however, can be manageable if individuals have effective control over their dogs. Site is lacking a park bench, bin, and poo bag dispenser. No dog poo observed – very well maintained. Suggest implementing some dog poo signage 	<p>Signage - dog on leash beyond this point for when leaving this space.</p> <ul style="list-style-type: none"> Additional dog poo signage - FTLOP <p>Future recommendations:</p> <ul style="list-style-type: none"> Consider potential for future opportunity to enhance dog off-leash space. Consider adding a park bench, bin, and poo bag dispenser.
Zeal Street Reserve	<p><u>Dog parks and facilities:</u></p> <ul style="list-style-type: none"> Good amount of bins Bench seat is great Large area for dogs to run around 	<p><u>Council should implement:</u></p> <ul style="list-style-type: none"> Fenced off dog park Off leash area More poo bags More bins 	<ul style="list-style-type: none"> Observed that this area already has a bench seat and a bin. Area is away from the main road. 	<p>Future recommendations:</p> <ul style="list-style-type: none"> Consider potential for future opportunity to enhance dog off-leash space.

	<ul style="list-style-type: none"> Great toilets 	<ul style="list-style-type: none"> Water fountains More fencing 	<ul style="list-style-type: none"> A fair bit of fencing has been put up around the area, as well as the fencing of houses. There is a lot of regulatory poo signage / dog off leash signage already implemented in this area. Good potential area for dog park. Lack of water or poo bag provisions currently. 	<ul style="list-style-type: none"> Consider potential for addition of poo bag dispenser.
Rialton Court Open Space	N/A	N/A	Not undertaken	
Stirling Way Reserve	N/A	N/A	Not undertaken	
Gisborne Marshlands, New Gisborne (current prohibited area)	NA	N/A	No change required	No changes proposed

Suggested Off Leash Areas from Community:				
Dalk Drive			<ul style="list-style-type: none"> Not a lot of space due to playground, BBQ and work out equipment. Not a suitable area for off leash. 	Future recommendation: <ul style="list-style-type: none"> Not a suitable area for off leash.
Grant Avenue			<ul style="list-style-type: none"> Consider off leash area, would need to consult with the residents. One block away from existing off leash area. 	Future recommendation: <ul style="list-style-type: none"> Consider future addition as an off-leash area. Would require further consultation with area residents and is not included in recommended changes at this time.
Carroll Court			<ul style="list-style-type: none"> Deemed not suitable for off-leash. Poo signage to be installed. On leash beyond this point signage to be installed. 	Future recommendation: <ul style="list-style-type: none"> Installation of poo signage at this location. Dogs on leash beyond this point signage to also be installed.

Other feedback raised via the public map pinned posts for Gisborne and New Gisborne and/or the written submissions included:

- Support for creation of an enclosed dog park in Gisborne
- Support for increasing number of shared off leash areas, with submitter not in support of off leash dog parks
- Areas are piecemeal and confusing – having on leash paths through off leash areas confusing
- Dog poo not collected - More bins and poo bag dispensers needed
- Dog owners ignoring leash requirements - More patrols, education, and enforcement needed
- New Gisborne sports precinct – wants ovals and new facilities to be dog on leash or no dogs
- Daly Reserve needs improved signage

Woodend – Contributions summary

- **40 people contributed on the 'Have Your Say' Platform**
- **83 online contributions on the 'Have Your Say' Platform** - 52 contributions received via public map pinned posts, and 31 contributions received via private form responses re: Council's existing designated areas.
- **8 written submissions relating to existing Woodend dog off-leash areas and prohibited areas**
- **27 suggestions for new dog off leash/prohibited areas in Woodend**, however 3 of these involve private land.
- **Top 3 most commented on areas:** Woodend Grassland Reserve, Lake Earnshaw Reserve, & Campaspe Park.

Feedback on designated off leash and prohibited areas throughout Woodend is summarised below (by topic).

Those NOTE: Those with a ^ next to them were mentioned more than once. Blue columns = Community Consultation feedback – positive mentions and suggested improvements. Orange columns = Council Officer inspection/assessment of site to consider community feedback.

Designated area in Woodend	Positive mentions (from community)	Suggested improvements (from community)	Officer inspection/ assessment of site to consider community feedback	Officer actions and recommendations
Campaspe Park	<u>Dog parks and Facilities:</u> <ul style="list-style-type: none"> • Good visibility • Great spot to interact 	<u>Environmental Concerns:</u> <ul style="list-style-type: none"> • Native flora and fauna <u>Council should implement:</u> <ul style="list-style-type: none"> • Poo bag dispensers • More on/off leash and poo signage • Increasing on leash zones • More bins • Water fountains • Off leash area • More drainage <u>Behavioural concerns:</u> <ul style="list-style-type: none"> • Lack of effective control • Chasing wildlife 	<ul style="list-style-type: none"> • Poo bag dispenser – observed there is already one at the park. • Signage – observed there is some signage but not a lot, need to put up some more poo signage in this area. • Grassed area is off leash and the implemented signage does reflect this. 	<u>In motion:</u> <ul style="list-style-type: none"> • Additional poo signage – completed Feb 2025. <u>Future recommendation:</u> <ul style="list-style-type: none"> • Consider potential for future opportunity to enhance dog off-leash space.
Five Mile Creek (Currently prohibited)	<u>Dog parks and Facilities:</u> <ul style="list-style-type: none"> • Great place for dogs to cool off in summer 	<u>Council should implement:</u> <ul style="list-style-type: none"> • On leash area • Fenced dog park 	<ul style="list-style-type: none"> • Changes are required to this area with the additional 	<u>Future recommendations:</u>

within the waterway & within 5m of the embankment)		<p><u>Behavioural concerns:</u></p> <ul style="list-style-type: none"> Lack of effective control Dogs being walked off leash <p><u>Environmental Concerns:</u></p> <ul style="list-style-type: none"> Native flora and fauna 	bridge connecting both sides of the creek. North side of the creek is being regenerated. Off leash areas on the north side of the creek no longer suitable as off leash area.	<ul style="list-style-type: none"> New signage and footpath stencils for on leash on paths Re: Five Mile Creek (Waterway) Change of wording "5 metres from embankment" to "3 metres from embankment" re: river prohibition. Proposed changes to the boundary of the designated off-leash area. Proposing everything north of the creek to become dog on leash and no longer form part of the dog off-leash area. On the South side of the creek, proposing only the area south of the gravel path to remain dog off-leash. These changes would better protect regeneration of the environment along the creek.
Hanging Rock Reserve	<u>Environmental Concerns:</u>	<u>Council should implement:</u> <ul style="list-style-type: none"> Off leash area 	<ul style="list-style-type: none"> Hanging Rock determined as not being 	<ul style="list-style-type: none"> No changes proposed

(current Prohibited area)	<ul style="list-style-type: none"> Supports restrictions at Hanging Rock to protect flora and fauna 		suitable as an off-leash area – will remain an on-leash area.	
Lake Earnshaw Reserve	<p><u>Dog parks and Facilities:</u></p> <ul style="list-style-type: none"> Great open space for the dogs to play 	<p><u>Council Maintenance:</u></p> <ul style="list-style-type: none"> Regular mowing in this area Improve water retention and drainage <p><u>Council should implement:</u></p> <ul style="list-style-type: none"> More rubbish bins More on/off leash and poo signage Add some poo bag dispensers Off leash area On leash area <p><u>Behavioural concerns:</u></p> <ul style="list-style-type: none"> Lack of effective control & Possibility of dogs approaching people/dogs aggressively <p><u>Enforcement:</u></p>	<ul style="list-style-type: none"> Rubbish bins – this was discussed and due to it being a bushland area, it was decided that people should take their poo bags with them. More signage – investigation of this area revealed there is no signage in this area at all. Poo bag dispenser – site investigation revealed one should be considered for this area with suggested installation site being up near the oval (near bins). 	<p><u>In motion:</u></p> <ul style="list-style-type: none"> Installation of more signage. Installation of poo sign – completed Feb 2025. Installation of poo bag dispenser up near the oval (near bins) Area added to enforcement patrols rotation. <p><u>Future recommendations:</u></p> <ul style="list-style-type: none"> Existing designated area boundary adjusted to west of cricket nets to accommodate new netball court provisions being built within the existing designated off leash area.

		<ul style="list-style-type: none"> Increased monitoring and enforcement from local law officers 		
Peppermint Lane Reserve	<u>Dog parks and Facilities:</u> <ul style="list-style-type: none"> Good visibility 	<u>Council should implement:</u> <ul style="list-style-type: none"> Fenced off dog park On leash area Expanding the area as it is too small Poo bags and dispensers More on/off leash signage <u>Environmental concerns:</u> <ul style="list-style-type: none"> Kangaroos are too frequent 	<ul style="list-style-type: none"> Fenced off dog park – observed that the signage states that the grass area is off leash, and most of the area is fenced, therefore no need to be fenced off completely. Seating – observed there are none at present. Would suit natural log seat if adding one. Maps and signs not reflective of designation in Schedule 1. 	<u>In motion:</u> <ul style="list-style-type: none"> Additional poo signage – completed Feb 2025. Installation of dog on leash signage – completed Feb 2025. Adjusting internal maps to better reflect designated area. <u>Future recommendations:</u> <ul style="list-style-type: none"> Addition of seating (suggesting a log seat) Adjust internal maps (including those available on website) to better reflect designated area.
Quahlee Park	<u>Dog parks and Facilities:</u> <ul style="list-style-type: none"> Great space for dogs and their owners Area works well except when there are horses 	<u>Council should implement:</u> <ul style="list-style-type: none"> Make this area prohibited to dogs On leash area <u>Enforcement:</u>	<ul style="list-style-type: none"> It was observed that instead of making this a no dog area we can redefine the area so that it is away from the playground. 	<u>In motion:</u> <ul style="list-style-type: none"> More signage around the area – additional poo signage and FTLOP signage installed in Feb 2025

		<ul style="list-style-type: none"> Increased monitoring and enforcement from local law officers <p><u>Behavioural concerns:</u></p> <ul style="list-style-type: none"> Lack of effective control & Possibility of dogs approaching people/dogs aggressively 	<ul style="list-style-type: none"> Observed need for more signage in the area including poo signage, FTLOP signage and signage that states 5m from playground. Site observation also revealed a very well-maintained area which has seating, has a poo dispenser, & has bin. Potential for a fenced off dog park in the future as is a large area. 	<ul style="list-style-type: none"> Installation of 5m from playground signage. <p><u>Future recommendations:</u></p> <ul style="list-style-type: none"> Consider potential for future opportunity to enhance dog off-leash space / create a fenced in dog park as part of a dogs and open space plan. Redefine this area and change designated off leash area boundary to open space west of the children's playground area.
Racecourse Reserve Cricket Oval	<p><u>Dog parks and Facilities:</u></p> <ul style="list-style-type: none"> Fenced off which is appreciated Path is well maintained 	<p><u>Council should implement:</u></p> <ul style="list-style-type: none"> Dog poo dispensers More bins More on/off leash and poo signage Remove the off-leash zone from the equestrian area Water fountains 	<ul style="list-style-type: none"> Poo dispenser – this area needs a poo bag dispenser near the football oval. 	<p><u>Future recommendations:</u></p> <ul style="list-style-type: none"> Consider the need for a poo bag dispenser near the football oval. No changes to order – area to remain off leash when sporting events are not in progress.

		<ul style="list-style-type: none"> Suggested times for off leash areas <p><u>Council Maintenance:</u></p> <ul style="list-style-type: none"> Improve water retention and drainage 		
Racecourse Reserve Pony Club	<p><u>Dog parks and Facilities:</u></p> <ul style="list-style-type: none"> This is an excellent facility to share with events. 	<p><u>Council should implement:</u></p> <ul style="list-style-type: none"> More bins More fencing More drainage More on/off leash and poo signage Make this area prohibited to dogs <p><u>Enforcement:</u></p> <ul style="list-style-type: none"> Increased monitoring and enforcement from local law officers <p><u>Behavioural concerns:</u></p> <ul style="list-style-type: none"> Lack of effective control 	<ul style="list-style-type: none"> Poo dispenser – this area needs a poo bag dispenser near the football oval. Noted issues around horses and dogs in the same space. Consulted with sport and rec team Re: ongoing issues/ complaints in this space. 	<p><u>To implement:</u></p> <ul style="list-style-type: none"> Needs a poo bag dispenser near the oval. <p><u>Future recommendations:</u></p> <ul style="list-style-type: none"> Proposed for the equestrian area of Racecourse Reserve to be removed as a designated off leash area (even when sporting events are not in progress) due to the significant equestrian facilities onsite. Equestrian area is to become on leash at all times due to safety concerns. Noting the oval and Rotary walking track will remain off leash

				when events are not in progress.
Woodend Grassland Reserve (current prohibited area)	<u>Dog parks and Facilities:</u> <ul style="list-style-type: none"> Track is appreciated as a valuable community resource 	<u>Council should implement:</u> <ul style="list-style-type: none"> Dog on leash area Dog off leash area More on/off leash and poo signage Add off leash times to exercise track More bins 		<u>Future recommendations:</u> <ul style="list-style-type: none"> Track around to remain on leash area. No change to prohibited area in grassland reserve.
Suggested Off Leash Areas from Community:				
Ruby McKenzie Reserve			<ul style="list-style-type: none"> Dog poo dispenser – observed this site already has one as well as bins. Shared trail (wildlife, humans & dogs) – observation on site revealed not suitable as an off-leash area. Observed need for regulatory signage with area to remain an ON-leash area - due to wildlife and main roads. 	<u>Future recommendations:</u> <ul style="list-style-type: none"> Regulatory signage (as this is to remain a ON leash area due to wildlife and main roads). Not considered appropriate for dogs off leash.

Blackmore Road			<ul style="list-style-type: none"> Space considered not appropriate for dog off-leash due to private properties and the pine plantation. 	<ul style="list-style-type: none"> Not considered appropriate for dogs off leash.
Ella's Way (Sullivan Road, behind GemLife)			<ul style="list-style-type: none"> private property therefore cannot be used. 	<ul style="list-style-type: none"> NA – private property
Boundary Road, Service Lane			<ul style="list-style-type: none"> not appropriate due to being too close to main road. 	<ul style="list-style-type: none"> Not considered appropriate for dogs off leash.
GEM life Resort			<ul style="list-style-type: none"> privately owned and we cannot enforce. 	<ul style="list-style-type: none"> NA – private property.
Brooke Street (railway tracks)			<ul style="list-style-type: none"> Brooke Street (railway tracks) – Vic track owned 	<ul style="list-style-type: none"> NA – not Council owned land.

Other feedback raised via the public map pinned posts for Woodend and/or the written submissions included:

- Formal submission for off leash dog park at Buffalo Stadium Reserve - area behind pool and visitor centre.
- Dogs frequently walked off leash in on leash areas – areas of concern along Five Mile Creek, Shirley Park, and High Street near shops
- Dog poo not collected
- Need for improved signage
- Concerns for impact of dogs on wildlife in Five Mile Creek area
- Concerns of lack of effective control of dogs as well as roaming dogs

Romsey – Contributions summary

- **23 people contributed on the 'Have Your Say' Platform**
- **47 online contributions on the 'Have Your Say' Platform** - 11 contributions received via public map pinned posts, and 36 contributions received via private form responses re: Council's existing designated areas.
- **1 written submission related to Romsey dog off-leash areas and prohibited areas**
- **5 suggestions for new dog off leash/prohibited areas in Romsey.**
- **Top 3 most commented on areas:** Bowkett Close Reserve, Five Mile Creek Reserve Walk (west side) & Metcalfe Drive Reserve

Feedback on designated off leash and prohibited areas throughout Romsey is summarised below (by topic).

NOTE: Those with a ^ next to them were mentioned more than once. Blue columns = Community Consultation feedback – positive mentions and suggested improvements. Orange columns= Council Officer inspection/assessment of site to consider community feedback.

Designated area in Romsey	Positive mentions (from community)	Suggested improvements (from community)	Officer inspection/ assessment of site to consider community feedback	Officer actions and recommendations
Bowkett Close Reserve	<p><u>Dog park and Facilities:</u></p> <ul style="list-style-type: none"> Appreciated by locals for exercise, dog walking and socialisation (health benefits) ^ Valued quietness Lots of rabbits for dogs to chase Well maintained grass Easy parking Convenient access Good amount of space for the dogs The area is working well, with supervised and well-controlled dogs. 	<p><u>Council should implement:</u></p> <ul style="list-style-type: none"> Poo bags Poo bag dispenser Water fountains Secured fencing More seating Shelter for protection of weather More on/off leash and poo signage More bins Limited off leash area <p><u>Council Maintenance:</u></p> <ul style="list-style-type: none"> Maintaining the overgrown trees 	<ul style="list-style-type: none"> RE: Poo bag dispenser & more bins requested – observation revealed reserve is within a built-up residential area servicing the local area. Walkers should be taking their own bags from home and should be able to take their dog waste home to dispose of. Re request for water fountains – reserve is within a built-up residential area servicing the local area where water fountains would not normally be provided. 	<p>In motion:</p> <ul style="list-style-type: none"> Installation of poo signage – completed Feb 2025. <p>Future recommendations:</p> <ul style="list-style-type: none"> Consider seating for this area (suggesting log seating)

			<ul style="list-style-type: none">• Re: request for more seating – seating should be considered for the reserve.• Re request for shelter from the weather – this area has trees and a few new tree plantings that have been planted which can provide shade from the weather when necessary.• Re request for secured fencing –area is not deemed a dog park, but a shared use reserve.• Re request for more on/off leash and poo signage, observations confirmed a need for more poo signage.• Overall observation assessment: observed a well-maintained reserve area, not a lot of dog poo sighted in this area at all.	
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Five Mile Creek (Lions Park)	<u>Dog park and Facilities:</u> <ul style="list-style-type: none"> Large, pleasant space for dog walking 	<u>Council should implement:</u> <ul style="list-style-type: none"> Dog poo bags More bins Poo bag dispensers Different time zones and constraints A safer creek crossing 	<ul style="list-style-type: none"> Bins – sighted x 1 bin at the Lions Park which we observed was not being utilized (large amount of rubbish being left on grounds). Poo bag dispenser – Lions Park request, to be discussed if this area needs to have one as not a lot of dog poo was sighted at time of inspection along the track or around the playground area. 	<u>In motion:</u> <ul style="list-style-type: none"> Installation of regulatory signage, FTLOP and poo signage along this part of Five Mile Creek – completed Feb 2025.
Five Mile Creek Reserve Walk (west side)	<u>Dog park and Facilities:</u> <ul style="list-style-type: none"> Area well utilized by dog walkers, kids on bikes and as a walking route. Appreciation for the existence of the off-leash area where dogs can mingle and run. The area offers a pleasant environment with a variety of sniffing and play options, and respectful owners. Ample space and distance from house fronts, making it ideal for dogs to run freely. 	<u>Council should implement:</u> <ul style="list-style-type: none"> More bins More poo bags Poo bag dispenser Better footpaths Fenced off area Different time zones and constraints <u>Behavioural concerns:</u> Lack of effective control of dogs	<ul style="list-style-type: none"> Better footpaths – it was observed that maintenance including weeding/spraying could be done in parts of the track, however overall, this was maintained and walkable. Noted the possibility of putting footpath stickers out the front of the Lions Park. Water Station – this creek walk has a Human and dog water station for use near the agility park. 	<u>Future recommendations:</u> <ul style="list-style-type: none"> Consider maintenance requirements - Lions Park area needs regular clean-up for strewn litter near the BBQ area. The creek walking track is mostly maintained well, however there are some areas which should be mowed/sprayed regularly. Consider poo bag dispenser requirements. Future installation of effective control signs

			<ul style="list-style-type: none"> Site visit confirmed fenced off area not appropriate for this area. 	
Lomandra Reserve	<u>Dog park and Facilities:</u> <ul style="list-style-type: none"> Nice quiet area where dogs can play. Good sized open space lots of room to run 	<u>Council Maintenance:</u> <ul style="list-style-type: none"> Regular lawn mowing Improving existing fencing <u>Council should implement:</u> <ul style="list-style-type: none"> More bins Poo bag dispensers 	<ul style="list-style-type: none"> Re: Regular mowing – site investigation revealed this is a very well-maintained area and looks as though it is being maintained frequently. Re: Dog poo – no visible dog poo was sighted along either side of the park. Dog park – it was noted that this area could be explored as a suitable location for a potential dog park on one side due to the large open space. Re: Bins – a bin to be placed on the reserve part with the football posts, otherwise people will need to cross the street over to the park to dispose of poo bags and rubbish. 	<u>In motion:</u> <ul style="list-style-type: none"> Footpath decals to be looked at and replaced along both sides of the reserve. Regulatory signage and poo signage to be installed – completed Feb 2025. Temporary bin to be placed on the reserve side for dog walkers – to avoid the need for people to cross the street over to the park to dispose of poo bags and rubbish. <u>Future recommendations:</u> <ul style="list-style-type: none"> Consider installation of a poo bag dispenser at this location. Potential for future opportunity to enhance dog off-leash space – investigate opportunity for

			<ul style="list-style-type: none">• Re: Poo Bag dispensers – great area to have a poo bag dispenser.• Signage – footpath stickers had been placed down, however during the walk we had noticed a few which had been ripped up – will need to be replaced.• Overall observation/ assessment of area: extremely well-maintained area and large open space with future potential.	this to be a potential dog park.
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Metcalfe Drive Reserve	<u>Dog park and Facilities:</u> <ul style="list-style-type: none"> • Convenient location for a quick walk. • Large open space • Appreciated space dogs can run and play with others. 	<u>Council should implement:</u> <ul style="list-style-type: none"> • More bins • Poo bag dispensers • More secured fencing • More on/off leash and poo signage • Add more seating 	Review of this site revealed: <ul style="list-style-type: none"> • Potential for future opportunity to enhance dog off-leash space • Need for poo signage • Need to consider adding potential seating in this area. • RE: Rubbish bins – It was noted that the reserve is in a built-up residential area servicing a local community – walkers should be carrying poo bags from home and can take their poo bags home with them to dispose of. • Could consider some type of barriers and/or potential fencing to obstruct dogs going out onto the road area, noting it is a requirement for owners to have effective control. 	In motion: <ul style="list-style-type: none"> • Additional poo signage – completed Feb 2025 Future recommendations: <ul style="list-style-type: none"> • Consider future opportunities for barrier to prevent dogs going onto the road. • Consider seating (recommending natural log seating or similar).
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File Mile Creek, Romsey (Currently prohibited within the waterway & within 5 mt of the embankment)	NA	NA	<ul style="list-style-type: none"> Recommendation sought from environment team. 	Future recommendation: <ul style="list-style-type: none"> Change of restriction "5 metres from embankment" to "3 metres from embankment" re: river prohibition.
Council officers reviewed these areas due to complaints received:				
<u>Football Oval 2</u>			<ul style="list-style-type: none"> Observed old signage needing replacement. Need for poo signage Observed poo bag dispenser is already there. 	In motion: <ul style="list-style-type: none"> Replacement of old signage with regulatory signage. Poo signage to be added at this location.
<u>Football Oval 1</u>			<ul style="list-style-type: none"> Observed need for regulatory signage. Observed need for poo signage. Noticed COVID signage on the fence which is now outdated and needs removal. Noted toilet signage near football post needs 	In motion: <ul style="list-style-type: none"> Regulatory signage and poo signage to be added to this location – completed Feb 2025. Review of bins in this location (should be 1-2 fixed bins).

			<p>attention - remove white sign and replace with regulatory signage.</p> <ul style="list-style-type: none">• Regulatory signage at all entrances to the oval is required.• Water station – observed there is already a water station for humans/dogs near the change rooms.• Lack of Bins – observed that bins are locked in the netball courts and are therefore not being utilized by people using the oval.	
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Other feedback raised via the public map pinned posts for Romsey and/or the written submissions included:

- Dog poo not collected
- Dogs not walked on leash
- Suggestion of poo bag dispensers to be implemented around town
- More signage around town regarding on/off leash areas/zones
- Implementation of water fountains for dogs in all areas

Lancefield – Contributions summary

- **20 people contributed on the 'Have Your Say' Platform**
- **24 online contributions on the 'Have Your Say' Platform** - 11 contributions received via public map pinned posts, and 13 contributions received via private form responses re: Council's existing designated areas.
- **3 written submissions relating to Lancefield dog off-leash areas and prohibited areas**
- **6 suggestions for new dog off leash/prohibited areas in Lancefield.**
- **Top most commented on areas:** Park Street Road Reserve & James Patrick Way.

Feedback on designated off leash and prohibited areas throughout Lancefield is summarised below (by topic).

NOTE: Those with a ^ next to them were mentioned more than once. Blue columns = Community Consultation feedback – positive mentions and suggested improvements. Orange columns= Council Officer inspection/assessment of site to consider community feedback.

Designated area in Lancefield	Positive mentions (from community)	Suggested improvements (from community)	Officer inspection/ assessment of site to consider community feedback	Officer actions and recommendations
James Patrick Way Reserve	<u>Dog Parks and Facilities:</u> <ul style="list-style-type: none"> Great size park for off leash play^ Better for dog socialization The park is a valuable community space with the added playground Convenient location within walking distance to new developments. 	<u>Council should implement:</u> <ul style="list-style-type: none"> Separation between playground and dog park More bins Poo bag dispensers Water fountains Add more seating More shaded area 	<ul style="list-style-type: none"> Separation between playground and dog park – it was observed that we need to review the area and install signage that states 'Off leash beyond this point' and 'On leash beyond this point' near the playground. The water retention basin area which has now been fenced off needs to be reflected in the mapping for this area. Bins – the park already has bins that can be used; therefore, no further 	In motion: <ul style="list-style-type: none"> Poo signage - Completed Feb 2025 Off leash signage - 'Off leash beyond this point' and 'On leash beyond this point' to determine the separation between the playground and dog park. Future recommendation: <ul style="list-style-type: none"> Proposing changes to boundaries of off leash area restricting it to the open area east of the playground excluding the water retention basin.

			<p>bins would be required.</p> <ul style="list-style-type: none">• Re: request for more seating – the playground area has benches and tables which are located underneath the shaded area for use, no further seating is required.• Re: Water fountains – there is already a human/dog water station at this park.• Re: request for shaded area –there is already a shaded area at the park as well as several tree plantings that will also provide shade when needed.• Re: Poo bag dispenser – observation confirmed this is a small pocket park servicing the local community. Owners	
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			<p>should be bringing bags from home when walking dogs.</p> <ul style="list-style-type: none"> Overall observation: while not an ideal off leash area due to its size, it is suggested to remain due to a lack of Council land in Lancefield to create alternative off leash areas. 	
Park Street Road Reserve		<p><u>Council should implement:</u></p> <ul style="list-style-type: none"> More bins Add more seating Fencing to be added Water fountains Fenced off area Have this area split into 2 different zones More on/off leash and poo signage <p><u>Council maintenance:</u></p> <ul style="list-style-type: none"> Regular mowing of the area <p><u>Behavioural concerns:</u></p>	<ul style="list-style-type: none"> Observation revealed the need for more maintenance – area not mowed often, also observed lots of blackberry bushes that need to be cut back or removed. Re: Seating – none was noted on site. Perhaps consider suitability for addition of some seating in this area. Signage – noticed a need for more poo 	<p>In motion:</p> <ul style="list-style-type: none"> Additional poo signage – completed Feb 2025. <p>Future recommendation:</p> <ul style="list-style-type: none"> Review maintenance requirements of the area and whether mowing can be increased. Potential for future opportunity to enhance dog off-leash space.

		<ul style="list-style-type: none">• Lack of effective control	<p>signage around the area.</p> <ul style="list-style-type: none">• Bins – the area lacks any bins noting it is in a residential area.• Overall observation: Maintenance of the area could be improved, and new signage needs to be implemented. It was also noted that this area could potentially be enhanced for dog off leash use in future noting there is limited Council land in Lancefield for off leash areas.	
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Other feedback raised via the public map pinned posts for Lancefield and/or the written submissions included:

- Lack of true off leash areas for dogs in Lancefield – Council should obtain more open space to provide walks and dog parks
- Lancefield Park should have an area that is off leash
- Lack of effective control of dogs
- Council should implement more fencing in dog off leash areas as a safety barrier
- Improved walking tracks for dog exercise
- Improved signage throughout Lancefield

Riddells Creek – Contributions summary

- **5 people contributed on the 'Have Your Say' Platform**
- **10 online contributions on the 'Have Your Say' Platform** - 1 contribution received via public map pinned posts, and 9 contributions received via private form responses re: Council's existing designated areas.
- **1 written submission relating to Riddells Creek dog off-leash areas and prohibited areas**
- **1 suggestion for new dog off leash/prohibited areas in Riddells Creek.**
- **Top most commented on areas:** Riddells Creek Recreation Reserve, followed by Rangeview Park.

Feedback on designated off leash and prohibited areas throughout Riddells Creek is summarised below (by topic).

NOTE: Those with a ^ next to them were mentioned more than once. Blue columns = Community Consultation feedback – positive mentions and suggested improvements. Orange columns= Council Officer inspection/assessment of site to consider community feedback.

Designated area in Riddells Creek	Positive mentions (from community)	Suggested improvements (from community)	Officer inspection/ assessment of site to consider community feedback	Officer actions and recommendations
Rangeview Park		<ul style="list-style-type: none"> • Clearer Signage • Fencing to keep dogs contained • Relocate off leash area better suited 	<ul style="list-style-type: none"> • Across the road cannot be considered as off leash due to the drainage. • Observed this area has seating and bins. • Noted need to update regulatory signage in the area - to show the off leash and on leash areas. • The dog poo signage that is on a street sign needs to be removed. • Poo signage needed for this area. • Observed incorrect signage needing removal. • Noted drainage basin • Pocket park off leash area for close community members. • Consider redesigning the off-leash boundaries. 	<p>In motion:</p> <ul style="list-style-type: none"> • Review of regulatory signage in the area to better identify the off leash and on leash areas. • Additional poo signage in the area – completed Feb 2025 <p>Future recommendation:</p> <ul style="list-style-type: none"> • Consider expanding the on-ground off-leash boundaries for use when drainage basin not usable (note no change to Order wording required).

Riddells Creek Recreation Reserve			<ul style="list-style-type: none">• Signage around the oval needs to be implemented.• Observed there is already a poo bag dispenser.• More off/on leash signage around the whole area to be installed.• Potential for considering a future dog park across from the obedience club.• Observed already has bins.• Observed old signage needing to be replaced.	<p>In motion:</p> <ul style="list-style-type: none">• Improved signage around the oval• Additional poo and on/off leash signage to be installed – completed Feb 2025• Replacing all old signage with new signage. <p>Future recommendations:</p> <ul style="list-style-type: none">• There is a Riddell's Creek Recreation Reserve Master Plan proposed for 2025/2026 which may pose future opportunities for enhanced dog off-leash space.
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Other feedback raised via the public map pinned posts for Riddell's Creek and/or the written submissions included:

- Area in Riddell's Creek not large enough for proper walk

Macedon Mt Macedon – Contributions summary

- **8 people contributed on the 'Have Your Say' Platform**
- **10 online contributions on the 'Have Your Say' Platform** - 1 contribution received via public map pinned posts, and 9 contributions received via private form responses re: Council's existing designated areas.
- **0 written submissions relating to Macedon/ Mt Macedon dog off-leash areas and prohibited areas**
- **0 suggestions for new dog off leash/prohibited areas in Macedon/ Mt Macedon.**
- **Top most commented on areas:** Clifford Reserve and Tony Clarke. Noting only one contribution received related to Centennial Park.

Feedback on designated off leash and prohibited areas throughout Macedon/Mt Macedon is summarised below (by topic).

NOTE: Those with a ^ next to them were mentioned more than once. Blue columns = Community Consultation feedback – positive mentions and suggested improvements. Orange columns= Council Officer inspection/assessment of site to consider community feedback.

Designated area in Macedon/ Mt Macedon	Positive mentions (from community)	Suggested improvements (from community)	Officer inspection/ assessment of site to consider community feedback	Officer actions and recommendations
Centennial Park	<ul style="list-style-type: none"> Considerate dog owners. Bins are available and emptied regularly. Toilets are cleaned regularly. Overall functioning of the park is well-managed." Ideal location for a dedicated, fenced dog park. Potential benefit for residents and tourists. 	<ul style="list-style-type: none"> Fencing to keep dogs contained^ No dedicated fenced dog park 	<ul style="list-style-type: none"> Observed need to review Signage of park to determine on/off leash area. Observed water fountain installed already. Noticed a need for more poo signage and some regulatory signage through the area. Needs off leash on grassed areas only signage. Noted potential for future opportunity to enhance dog off-leash space. 	<p>In motion:</p> <ul style="list-style-type: none"> Review of signage (to determine on/off leash area). Additional poo signage – completed Feb 2025 Additional regulatory signage and dog off leash on grassed areas only signage. <p>Future recommendation:</p> <ul style="list-style-type: none"> Consider potential for future opportunity to enhance dog off-leash space.

Clifford Reserve	<ul style="list-style-type: none"> A wonderful community of dogs and their owners formed during Covid. Easy access when sports were not allowed. 	<ul style="list-style-type: none"> <u>Council to Consider:</u> <ul style="list-style-type: none"> More poo bags and bins Suggest installing gates for area to become fully fenced Difficulty finding times for dog meetups due to sporting use of the oval. 	<ul style="list-style-type: none"> Poo signage to be installed. There is already a bin, potentially review the location of bin and determine whether this can be moved. Recognised need to fix existing signage - replace this with regulatory poo signage. Recognised as great spot to add campaign poo signage as well. Observed a water bowl and tap already provided. 	<p>In motion:</p> <ul style="list-style-type: none"> Replacement of existing signage with regulatory poo signage Installation of campaign poo signage – completed Feb 2025 Review of bins – to ensure they are accessible to all users. <p>Future recommendation:</p> <ul style="list-style-type: none"> Review the location of the existing bin and determine whether this can be moved. Consider addition of a poo bag dispenser.
Tony Clarke Reserve	<ul style="list-style-type: none"> Dogs and owners are happily meeting and greeting/ new friendships being made^ Extremely popular off-leash area for dog walkers. 	<p><u>Signage:</u></p> <p>Clearer Signage^</p> <p><u>Timing/zone issues:</u></p> <p>Area used as off leash outside of designated times"</p>	<ul style="list-style-type: none"> Noticed conflicting signage (need to replace with off leash when events are not in progress) Recognised need for poo signage and further regulatory signage. 	<p>In motion:</p> <ul style="list-style-type: none"> Review of existing signage – including poo and regulatory signage

	<ul style="list-style-type: none"> Used nearly every day by local residents. Large area for dogs. Space available for potential small dog adventure playground. Off-leash area at Tony Clarke seems to be working well with no reported problems. 	<p>Area used as off leash outside of designated times</p> <p>Limited availability during sporting periods</p> <p><u>Safety Concerns:</u></p> <p>Cars use the reserve as shortcut driving at unsafe speeds</p> <p><u>Council to consider:</u></p> <p>Fencing to keep dogs contained</p> <p>More off-leash areas are needed.</p>	<ul style="list-style-type: none"> Observed lots of kangaroo poo on and around the grounds, however no dog poo was sighted. 	
Riddells Creek, Macedon (currently prohibited within the waterway & within 5 mt of the embankment)	NA	NA	<ul style="list-style-type: none"> Recommendation sought from Environment team. 	<p>Future recommendation:</p> <ul style="list-style-type: none"> Change of restriction “5 metres from embankment” to “3 metres from embankment” re: river prohibition.

Non designated park reviewed for signage by Council Officers Feb 2025:				
Ash Wednesday Park	<ul style="list-style-type: none">		<ul style="list-style-type: none">Add poo signage.	In motion: <ul style="list-style-type: none">poo signage being installed at this location.

Malmsbury – Contributions summary

- **8 people contributed on the 'Have Your Say' Platform**
- **10 online contributions on the 'Have Your Say' Platform** - 3 contribution received via public map pinned posts, and 7 contributions received via private form responses re: Council's existing designated areas.
- **0 written submissions relating to Malmsbury dog off-leash areas and prohibited areas**
- **1 suggestion for new dog off leash/prohibited areas in Malmsbury.**
- **Top most commented on area:** Malmsbury Cricket Ground, followed by the Arboretum.

Feedback on designated off leash and prohibited areas throughout Malmesbury is summarised below (by topic).

NOTE: Those with a ^ next to them were mentioned more than once. Blue columns = Community Consultation feedback – positive mentions and suggested improvements. Orange columns= Council Officer inspection/assessment of site to consider community feedback.

Designated area in Malmesbury	Positive mentions (from community)	Suggested improvements (from community)	Officer inspection/ assessment of site to consider community feedback	Officer actions and recommendations
Arboretum	<ul style="list-style-type: none"> Appreciation for having an off-leash area for dogs. Enjoyment of meeting people and dogs in the community. Lovely area for dogs to run around. It's great to see off leash areas provided - great exercise area for dogs 	<ul style="list-style-type: none"> Lack of rubbish bins Fencing to keep dogs contained 	<ul style="list-style-type: none"> Observations confirmed possibility of adding some plantings to create a natural barrier against the fence due to a natural raise. Observed lack of rubbish bins however area deemed as not an appropriate area to have a Council rubbish bin. 	<p>In motion:</p> <ul style="list-style-type: none"> Additional signage to be added – completed Feb 2025. <p>Future recommendation: Consider adding some plantings at this location to help create a natural barrier.</p>
Malmesbury Cricket Ground	<ul style="list-style-type: none"> Great off leash area used by many^ Enclosed, safe area for dogs. 	<ul style="list-style-type: none"> Lack of Poo Bag Dispensers^ Secure fence to contain dogs 	<ul style="list-style-type: none"> Observed need for more poo signage out the front of the grounds. 	<p>In motion:</p> <ul style="list-style-type: none"> Additional poo signage – completed Feb 2025.

	<ul style="list-style-type: none"> No issues with sharing space with dog walkers. Friendly, responsible community/ No incidents with other dogs^ Great to have a bin and a properly fenced off area. Well-maintained grounds and oval. Valued as a local early morning spot for exercise and socializing with other dog owners. 	<ul style="list-style-type: none"> Lack of rubbish bins 	<ul style="list-style-type: none"> Observed need for bin outside the toilets near dog water bowls. Review of site confirmed - a suitable location for adding a poo bag dispenser. 	Future recommendations: <ul style="list-style-type: none"> Consider provision of bin (outside the toilets near dog water bowls). Consider provision of poo bag dispenser for this location. Rename this location "Malmsbury Cricket Ground" in Schedule 1 – currently listed as "Cricket Ground Ellesmere Place, Malmsbury".
Malmsbury Common (current prohibited area)	NA	NA	No change required	No changes proposed

Tylden – Contributions summary

- **2 people contributed on the 'Have Your Say' Platform**
- **3 online contributions on the 'Have Your Say' Platform** - 2 contribution received via public map pinned posts, and 1 contribution received via private form responses re: Council's existing designated areas.
- **0 written submissions relating to Tylden dog off-leash areas and prohibited areas**
- **2 suggestions for new dog off leash/prohibited areas in Tylden**, plus 1 online form submission raised the need for a new area without specifying an area.
- **Top most commented on area:** Tylden Oval.

Feedback on designated off leash and prohibited areas throughout Tylden is summarised below (by topic).

NOTE: Those with a ^ next to them were mentioned more than once. Blue columns = Community Consultation feedback – positive mentions and suggested improvements. Orange columns= Council Officer inspection/assessment of site to consider community feedback.

Designated area in Tylden	Positive mentions (from community)	Suggested improvements (from community)	Officer inspection/ assessment of site to consider community feedback	Officer actions and recommendations
Tylden Oval	<ul style="list-style-type: none"> Consider another area in Tylden 	<ul style="list-style-type: none"> Not fenced Limited availability during school time Lack of rubbish bins Lack of Poo Bag Dispensers Lack of water fountains/ dog drinking stations^ 	<ul style="list-style-type: none"> Recognised need for sign that states that the school grounds are to be a 'No dogs beyond this point.' Recognised need to review and update maps to better clarify designated off leash area as per the Order. Noticed a need for more poo signage. Confirmed potential suitable location for addition of poo bag dispenser. Recognised need for 'off-leash when events not in progress' signage on footy fencing. 	<p>In motion:</p> <ul style="list-style-type: none"> Installation of a sign stating that the school grounds are to be a 'No dogs beyond this point.' Installation of additional poo signage – Completed Feb 2025. Installation of "Off leash when events not in progress" signage for footy fencing. Updated mapping to reflect current off leash area description. <p>Future recommendation:</p> <ul style="list-style-type: none"> Consider poo bag dispenser.

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			<ul style="list-style-type: none">• Noted that there is already a bin at this location.• Noted that there is no need to address the fencing as this is a sport recreation area.	
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Other feedback raised via the public map pinned posts for Tylden and/or the written submissions included:

- Dogs walked off leash in on leash area – need improved signage Cemetery Road

Bullengarook – Contributions summary

- **1 person contributed on the ‘Have Your Say’ Platform**
- **1 online contribution on the ‘Have Your Say’ Platform** - 0 contributions received via public map pinned posts, and 1 contribution received via private form responses re: Council's existing designated areas.
- **0 written submissions relating to Bullengarook dog off-leash areas and prohibited areas**
- **0 suggestions for new dog off leash/prohibited areas in Bullengarook.**
- The one contribution received related to Bullengarook Recreation Reserve.

Feedback on designated off leash and prohibited areas throughout Bullengarook is summarised below (by topic).

NOTE: Those with a ^ next to them were mentioned more than once. Blue columns = Community Consultation feedback – positive mentions and suggested improvements. Orange columns= Council Officer inspection/assessment of site to consider community feedback.

Designated area in Bullengarook	Positive mentions (from community)	Suggested improvements (from community)	Officer inspection/ assessment of site to consider community feedback	Officer actions and recommendations
Bullengarook Recreation Reserve		<ul style="list-style-type: none"> Off leash area at the pony club More poo bags, bins More Poo signage 	<ul style="list-style-type: none"> Recognised need for more poo signage to be implemented in the area. Confirmed bins already on site. Identified need for more poo signage. Confirmed poo bag dispenser is needed. Noted need to review boundaries for off leash area. Recognised need for Dog on leash sign at the pony club entry gates. 	<p>To implement:</p> <ul style="list-style-type: none"> Install more poo signage in general area and dog on leash signage at the pony club entry gates – Completed Feb 2025. <p>Future recommendation:</p> <ul style="list-style-type: none"> Pony Club area to remain dog on leash. Consider poo bag dispenser to be installed.

Carlsruhe – Contributions summary

None of the contributions received related to Carlsruhe.

Designated area in Carlsruhe	Positive mentions (from community)	Suggested improvements (from community)	Officer inspection/ assessment of site to consider community feedback	Officer actions and recommendations
The Common	NA	NA	N/A	NA

Clarkfield – Contributions summary

- **1 person contributed on the ‘Have Your Say’ Platform**
- **1 online contribution on the ‘Have Your Say’ Platform** - 0 contributions received via public map pinned posts, and 1 contribution received via private form responses re: Council's existing designated areas.
- **0 written submissions relating to Clarkfield dog off-leash areas and prohibited areas**
- **0 suggestions for new dog off leash/prohibited areas in Woodend**, however 3 of these involve private land.
- The one contribution received related to Clarkefield Recreation Reserve.

Feedback on designated off leash and prohibited areas throughout Clarkfield is summarised below (by topic).

NOTE: Those with a ^ next to them were mentioned more than once. Blue columns = Community Consultation feedback – positive mentions and suggested improvements. Orange columns= Council Officer inspection/assessment of site to consider community feedback.

Designated area in Clarkfield	Positive mentions (from community)	Suggested improvements (from community)	Officer inspection/ assessment of site to consider community feedback	Officer actions and recommendations
Clarkefield Recreation Reserve	24hrs quiet, big open space for a good game of fetch	<ul style="list-style-type: none"> • More bins (bins recently removed) • poo bag dispensers • Fence repairs 	<ul style="list-style-type: none"> • Recognised old signage needing to be removed as is conflicting for on/off leash areas. • Noted as potential for future opportunity to enhance dog off-leash space. • Confirmed no poo bag dispenser onsite • Noted lack of bins around the area. • Identified need for more poo signage. 	<p>In motion:</p> <ul style="list-style-type: none"> • Removal of old/ conflicting signage, and addition of poo signage – completed Feb 2025 • Installation of waste bin surround. <p>Future recommendations:</p> <ul style="list-style-type: none"> • Potential for future opportunity to enhance dog off-leash space. • Installation of poo bag dispenser

Darraweit Guim – Contributions summary

- **1 person contributed on the ‘Have Your Say’ Platform**
- **1 online contribution on the ‘Have Your Say’ Platform** - 1 contributions received via public map pinned posts, and 0 contribution received via private form responses re: Council's existing designated areas.
- **0 written submissions relating to Darraweit Guim dog off-leash areas and prohibited areas**
- **0 suggestions for new dog off leash/prohibited areas in Woodend**, however 3 of these involve private land.
- The one contribution received related to Darraweit Guim.

Feedback on designated off leash and prohibited areas throughout Darraweit Guim is summarised below (by topic).

Those with a ^ next to them were mentioned more than once. Blue shaded columns refer to Community Consultation feedback received, while orange shaded columns reflect Council Officer assessment and recommendations.

Designated area in Darraweit Guim	Positive mentions (from community)	Suggested improvements (from community)	Officer inspection/ assessment of site to consider community feedback	Officer actions and recommendations
Darraweit Guim Recreation Reserve		<ul style="list-style-type: none"> • Signage: <ul style="list-style-type: none"> – More signage regarding on/off leash areas 	<ul style="list-style-type: none"> • Observed what seems to be some bike jumps. • Noted survey pegs in the area. • Recognised need for improved signage. • Off leash area beyond this point & On leash area beyond this point – back to front signage x4 • Observed need to remove outside signage – create an off-leash area ahead sign • Identified need to look at overhead map to determine entry points. 	<p>In motion:</p> <ul style="list-style-type: none"> • Improve poo signage – completed Feb 2025. • Addition of more “Off leash area beyond this point” & “On leash area beyond this point” – back-to-back signage (x4). • Take outside signage down – move to inside the reserve. • Update maps to better clarify designated area.

Deep Creek (currently prohibited within the waterway and within 5 mt from the embankment)	NA	NA	<ul style="list-style-type: none">Recommendation sought from Environment team.	Future recommendation: <ul style="list-style-type: none">Change the restriction “5 metres from embankment” to “3 metres from embankment” re: river prohibition.
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Next steps

This feedback report accompanies proposed changes to Schedules 1 & 2 of Council's Dog and Cat Order 2019 and is being presented to the community as part of the second round of community consultation on the proposed changes.

Feedback from the second round of community consultation will be carefully considered before any final changes are adopted by Council.

How can participants stay informed?

Updates including a timeline for the project are available on our website at: yoursay.mrsc.vic.gov.au/dog-areas.

Contact details for further information

Local Laws | Safer Communities

PO Box 151 Kyneton Victoria 3444

T 03 5422 0333

F 03 5422 2623

E locallaws@mrsc.vic.gov.au




Appendix 1: Communication methods and reach

Communication method	Activity (including reach - where measurable)
<u>Website:</u> 15 July – 11 August 2024 <i>Dog off leash page - MRSC website</i> <i>Dog off leash - About Council - News page on MRSC website</i> <i>'Have Your Say' (dedicated engagement page – dog off leash area consultation) - MRSC website</i> <i>Website banner</i>	<p>Dog off leash and prohibited areas - Macedon Ranges Shire Council (mrsc.vic.gov.au) 175 page views over consultation period</p> <p>Take the lead on the shire's dog off-leash and prohibited areas - Macedon Ranges Shire Council (mrsc.vic.gov.au) 94 page views</p> <p>Dog off-leash areas and prohibited areas Your Say Macedon Ranges (mrsc.vic.gov.au) 5,016 page views over consultation period</p> <p>'Have Your Say' online interactive maps and survey received 543 contributions submitted by 289 contributors.</p> <p>A dog off leash consultation promotional website banner also featured on Council's website throughout the promotional period, and a communication banner on each of our pet related web pages, notifying visitors to the page/s about the consultation.</p>
<u>Social Media</u> <i>MRSC Facebook posts</i>	<p>Facebook Post on 17 July 2024 = 5.9k reach, 82 reactions, comments, and shares.</p> <p>Facebook stories on 7 August and 26 July = 457 reach*</p> <p><i>*Noting that various Facebook community group pages had various chats posted over this time (Re: the dog off leash consultation) which gained much following/community comment and interest.</i></p>

Communication method	Activity (including reach - where measurable)
MRSC Instagram posts	Instagram Post on 17 July 2024 = 424 reach, 9 likes, 10 shares Instagram stories on 26 July and 7 August = 216 reach.
MRSC X (formerly Twitter) posts	7 August tweet = 38 reach 17 July tweet = 36 reach
<u>eNews</u> MRSC Local Law – Dog off-leash and prohibited areas consultation (July 2024) eNews MRSC Environment eNews Sent 4 August 2024 – including 'Have your say: Dog off-leash and prohibited areas' article MRSC Business e-News Sent 6 August 2024 – including 'Your input on dogs off leash' article	Snapshot of eNews sent: <ul style="list-style-type: none"> E News sent on 17 July 2024, to 267 recipients subscribed at the time with the subject line 'Council's Domestic Animal Management Plan – another opportunity to share your thoughts'. Total 74 per cent open rate, 110 click throughs to your say webpage. Total 19 click throughs on the dog off leash article. Sent to 1877 subscribers. Total 27 click throughs on the Dog off leash article. Sent to 1640 subscribers.
<u>Signage</u> 15 July – 11 August 2024	A3 posters and postcard sized flyers promoting the Dog off leash and prohibited area consultation were distributed for display at various locations throughout the shire including: <ul style="list-style-type: none"> local town/supermarket noticeboards local veterinary clinics in the shire Pet supply related businesses with shop/store fronts all MRSC Council offices and two visitor information centres all Goldfields Libraries located in the shire

Communication method	Activity (including reach - where measurable)
	Laminated versions of the A3 poster were also installed at all 52 designated dog-off leash areas throughout the shire.
<u>Postcard sized flyers</u> 15 July – 11 August 2024	In addition to the above listed distribution areas, postcards were also handed out at busy dog off leash areas and walking trails used by dogs/their owners. Local Laws officers also handed these out to interested parties when out in the field.
<u>Print Media</u> (including editorial coverage) <i>Midland Express</i> 16 July 2024 issue 23 July 2024 issue 30 July 2024 issue <i>Star Weekly</i> 23 July 2024 issue Community Newsletters <i>Gisborne Gazette</i> August 2024 issue <i>Woodend Star</i> August 2024 issue	<ul style="list-style-type: none"> • Included in 'Have Your Say' section of MRSC composite advertisement – page 6 • Editorial coverage – page 12 • Included in MRSC composite advertisement – page 6 • Editorial coverage – page 5 • Editorial coverage – page 23 • Editorial coverage – page 3

Communication method	Activity (including reach - where measurable)
<p><u>School newsletters</u></p> <p>Content was forwarded to all schools in the shire for consideration to include in August 2024 issue newsletters</p>	<ul style="list-style-type: none"> Various August 2024 issues: 
<p><u>In-person/staffed promotional activities:</u></p> <p>23 July 2023 to 11 August 2023</p>	<p>Staff member distributed approximately 120 postcard sized flyers to community members in and around our most popular dog off leash areas and walking trails/ footpaths, as well as at the local dog obedience club.</p>

Appendix 2 – Example communication materials and media coverage

Take lead on dog plan

Now is the time to give feedback on Macedon Ranges' designated dog off-leash and prohibited areas.

Macedon Ranges became a dog on-leash shire in 2020 and introduced 52 designated dog off-leash areas as well as prohibited areas to protect environment.

Macedon Ranges Shire Council is now seeking feedback on how these areas are working, suggestions for improvement, and new areas to be considered.

Under current rules, dogs in public places must be on off-leash areas in accordance with any specified restricted leash areas, dogs must also be under effective control and unattended.

Consultation feedback will assist the council in preparing the next Domestic Animal Management Plan (2021-2025). Feedback is being sought until August 11. Visit the website: yoursay.mrsc.vic.gov.au/dog-areas



Share your thoughts
on Council's dog off leash
and prohibited areas

We want everyone's
feedback, whether you
are a pet owner or not

Council is reviewing dog off leash
areas and prohibited areas
(for dogs and cats) across the Shire

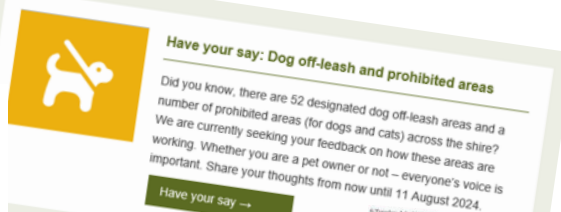
Tell us what you think
until 11 August 2024



For more information
Scan the QR code or visit yoursay.mrsc.vic.gov.au



CATHERINE CHAPMAN, MRSC COMMUNICATION UNIT



Take the lead on the shire's dog off-leash and prohibited areas

Council is inviting feedback on its designated dog off-leash and prohibited areas across the shire, to help improve amenity for pet owners and non pet owners alike.

In 2020, Council became a dog on-leash shire, introducing 52 designated dog off-leash areas. At the same time, Council introduced prohibited areas to protect the shire's sensitive native environment from the impact of dogs and cats.

This consultation – a key action in Council's Domestic Animal Management Plan (2021-2025) – seeks feedback on how these areas are working and welcomes suggestions for improvement of existing areas, as well as suggestions for new areas to be considered.

Director Planning and Environment Rebecca Stockfield said the consultation provided the opportunity for feedback from all users of these areas, both pet owners and non-pet owners alike.

"Council strives to support a pet-friendly shire and we have a lot of passionate pet owners, with nearly 14,000 dogs and cats registered within our shire," she said.

"There are a number of important considerations when it comes to dog on and off-leash areas and prohibited areas: we need to consider the needs of dogs, dog owners and the wider community, as well as the needs of residents at available space and we also consider the impact of dogs and cats on the natural environment.

"So with this review, we encourage people to tell us what they think of these areas, so that we can make informed decisions and move forward to best support our residents and our furry friends."

Under current rules, dogs in public places must be on designated off-leash areas in accordance with any specified restricted leash areas, dogs must also be under effective control and unattended at all times and should not be left alone.

Feedback gathered will assist Council in preparing the next Domestic Animal Management Plan (2021-2025), including any adjustments to the dog off-leash areas (also known as Council's Dog and Cat Order).

Find out more and share your thoughts until 11 August by visiting the dedicated consultation page <https://yoursay.mrsc.vic.gov.au/dog-areas> where tailored town-based pages and maps have been set up for residents particularly interested in off-leash and prohibited areas in their own backyard.



For more information
Scan the QR code or visit
yoursay.mrsc.vic.gov.au



2025 Local Government Community Satisfaction Survey

Macedon Ranges Shire Council

Coordinated by the Department of
Government Services on behalf of
Victorian councils





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J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



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Background and objectives

The Victorian Community Satisfaction Survey (CSS) creates a vital interface between the council and their community.

Held annually, the CSS asks the opinions of local people about the place they live, work and play and provides confidence for councils in their efforts and abilities.

Now in its twenty-sixth year, this survey provides insight into the community's views on:

- councils' overall performance, with benchmarking against State-wide and council group results
- value for money in services and infrastructure
- community consultation and engagement
- decisions made in the interest of the community
- customer service, local infrastructure, facilities, services and
- overall council direction.

When coupled with previous data, the survey provides a reliable historical source of the community's views since 1998. A selection of results from the last ten years shows that councils in Victoria continue to provide services that meet the public's expectations.

Serving Victoria for 26 years

Each year the CSS data is used to develop this State-wide report which contains all of the aggregated results, analysis and data. Moreover, with 26 years of results, the CSS offers councils a long-term measure of how they are performing – essential for councils that work over the long term to provide valuable services and infrastructure to their communities.

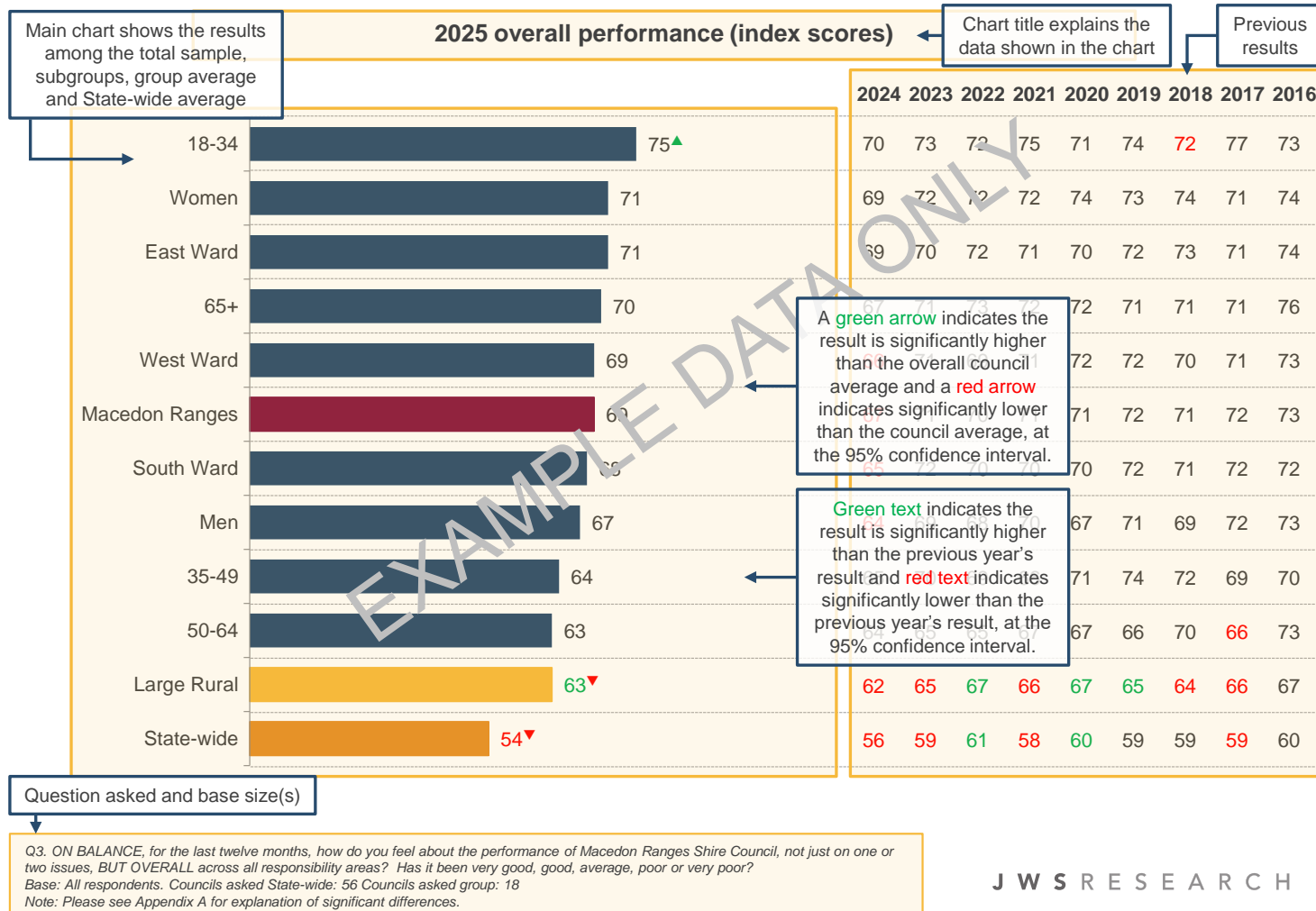
Participation in the State-wide Local Government Community Satisfaction Survey is optional.

Participating councils have various choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

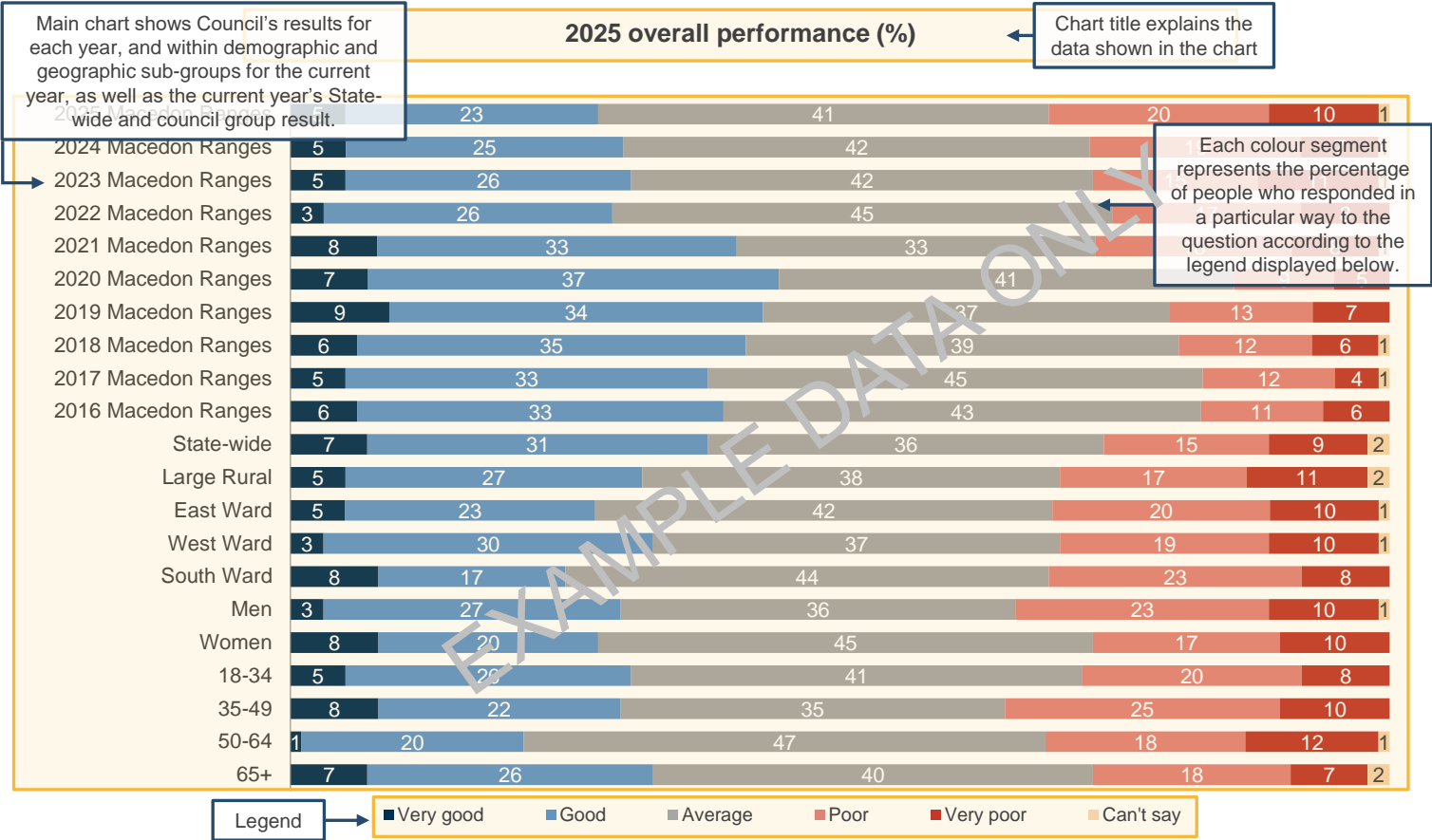


How to read index score charts in this report





How to read stacked bar charts in this report



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Macedon Ranges Shire Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18

Key findings and recommendations



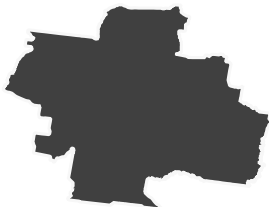
J W S R E S E A R C H 7



Macedon Ranges Shire Council – at a glance

Overall council performance

Results shown are index scores out of 100.



Macedon Ranges 49



Large Rural 50



State-wide 53

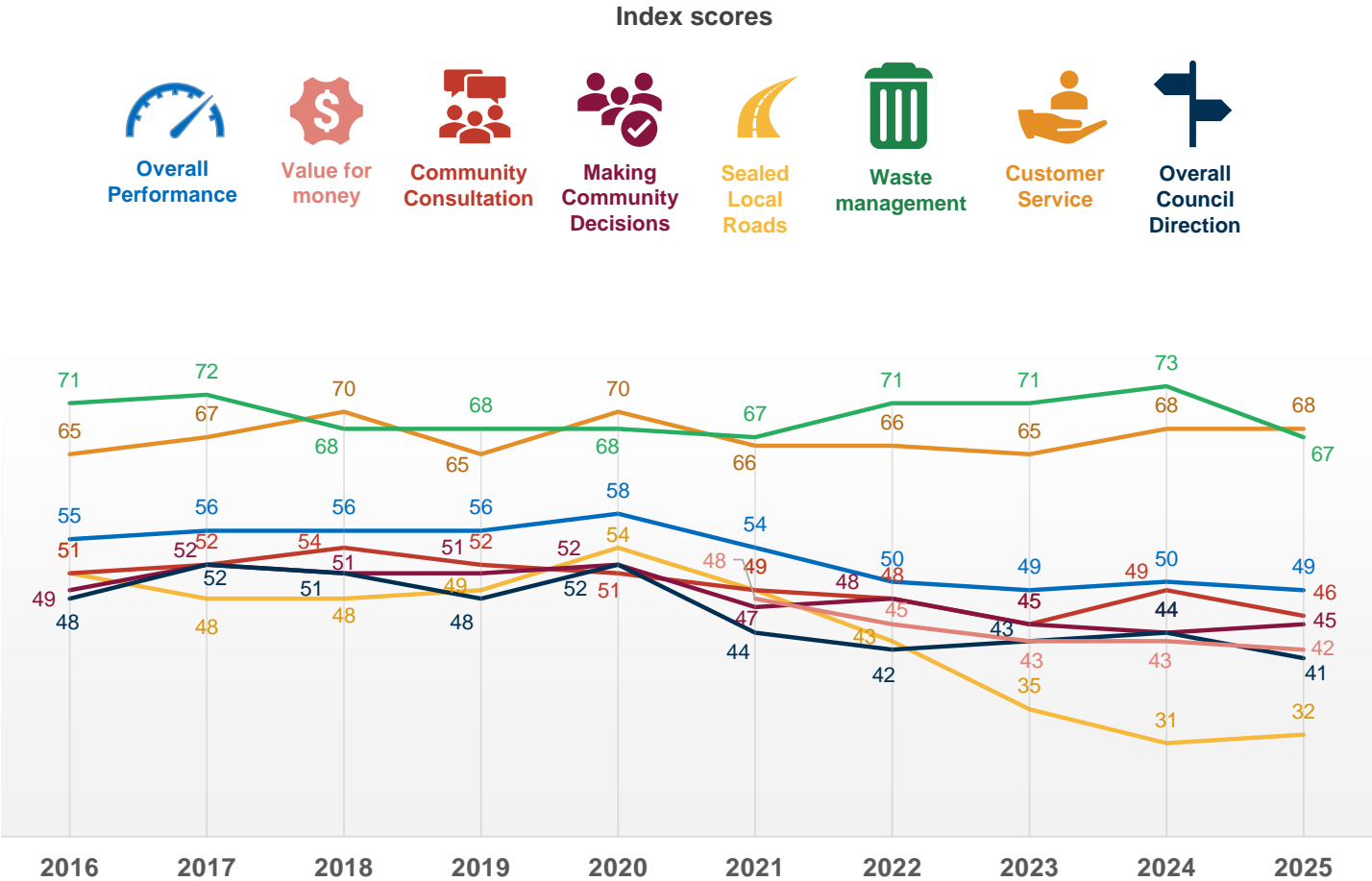
Council performance compared to group average

Top 2 performing areas		
	Art centres & libraries	▼ lower
	Waste management	▲ higher
Bottom 2 performing areas		
	Unsealed roads	▼ lower
	Sealed local roads	▼ lower
	Customer service	= on par

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Summary of core measures

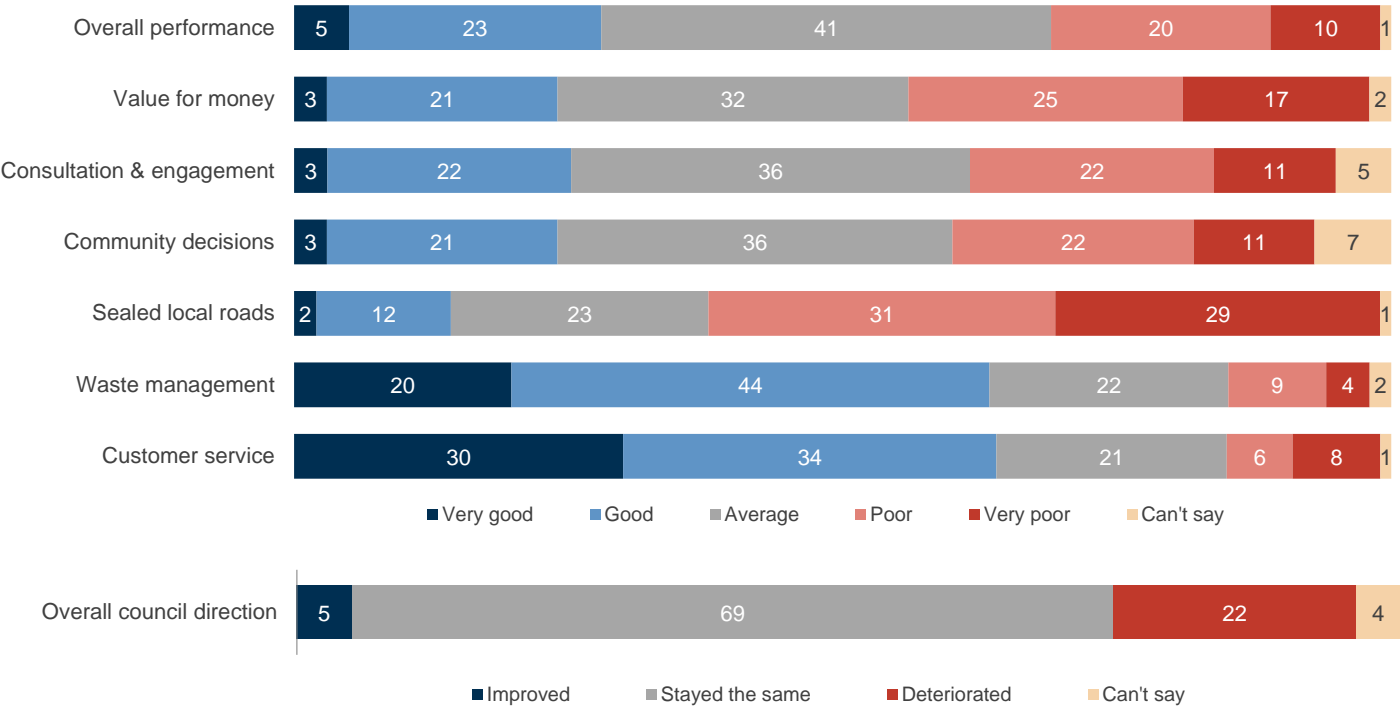


J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Summary of core measures










Core measures summary results (%)



J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

Summary of Macedon Ranges Shire Council performance



Services	Macedon Ranges 2025	Macedon Ranges 2024	Large Rural 2025	State-wide 2025	Highest score	Lowest score
 Overall performance	49	50	50	53	65+ years	50-64 years
 Value for money	42	43	43	47	65+ years	50-64 years
 Overall council direction	41	44	44	46	65+ years	50-64 years
 Customer service	68	68	65	66	South Ward residents	West Ward residents
 Art centres & libraries	68	67	71	73	35-49 years	50-64 years
 Waste management	67	73	62	65	65+ years	50-64 years
 Appearance of public areas	66	65	66	68	East Ward residents	50-64 years
 Recreational facilities	66	64	65	67	South Ward residents	West Ward residents, East Ward residents, 50-64 years
 Emergency & disaster mngt	66	64	65	65	18-34 years, South Ward residents	50-64 years
 Community & cultural	61	62	63	65	35-49 years, Women	50-64 years











Significantly *higher* / *lower* than Macedon Ranges Shire Council 2025 result at the 95% confidence interval.
Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 11

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

Summary of Macedon Ranges Shire Council performance



Services		Macedon Ranges 2025	Macedon Ranges 2024	Large Rural 2025	State-wide 2025	Highest score	Lowest score
	Enforcement of local laws	59	59	59	59	35-49 years, Women	Men, 65+ years
	Environmental sustainability	59	61	58	59	35-49 years	50-64 years
	Family support services	59	59	61	62	35-49 years	50-64 years
	Tourism development	57	57	59	60	18-34 years	50-64 years
	Bus/community dev./tourism	56	58	55	56	18-34 years	50-64 years
	Elderly support services	56	54	63	63	18-34 years	West Ward residents
	COVID-19 response	56	60	61	60	18-34 years	Men
	Disadvantaged support serv.	54	55	58	58	18-34 years	50-64 years
	Parking facilities	53	53	50	54	East Ward residents	South Ward residents
	Informing the community	52	52	54	56	18-34 years	50-64 years

Significantly *higher* / *lower* than Macedon Ranges Shire Council 2025 result at the 95% confidence interval.
Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 12

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

Summary of Macedon Ranges Shire Council performance



Services	Macedon Ranges 2025	Macedon Ranges 2024	Large Rural 2025	State-wide 2025	Highest score	Lowest score
Business & community dev.	52	53	55	54	18-34 years	50-64 years
Consultation & engagement	46	49	48	50	18-34 years	50-64 years
Community decisions	45	44	46	49	65+ years	50-64 years
Lobbying	45	46	47	49	65+ years	50-64 years
Slashing & weed control	44	44	46	47	18-34 years	50-64 years
Local streets & footpaths	42	41	48	52	East Ward residents	35-49 years
Population growth	41	38	46	48	West Ward residents	South Ward residents
Town planning policy	39	40	46	48	65+ years	50-64 years
Planning & building permits	38	38	41	43	18-34 years	50-64 years
Sealed local roads	32	31	39	45	65+ years	50-64 years
Unsealed roads	31	30	36	38	65+ years, Men	Women

Significantly **higher** / **lower** than Macedon Ranges Shire Council 2025 result at the 95% confidence interval.
Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 13



Focus areas for the next 12 months

Overview

Perceptions of Macedon Ranges Shire Council's overall performance are in line with the previous three years' results. Perceptions of performance across most core and individual service areas evaluated are in line with last year. The exceptions are waste management and Council's COVID-19 response, where performance ratings have significantly declined.

Key influences on perceptions of overall performance

Decisions made in the interest of the community and community consultation are among Council's lower rated service areas and have the strongest influence on overall perceptions of Council performance, making these a priority for improvement. Council's unsealed roads and planning and building permits should also remain focus areas moving forward as changes here will also have a significant influence on overall perceptions and these are among Council's poorest performing areas.

Comparison to state and area grouping

Council performance is rated higher than the Large Rural group averages for waste management and parking facilities, and in line with the group average across a majority of core and individual service areas. However, Council performance is rated below the Large Rural group average in 12 out of 31 areas, and below the State-wide average in 21 areas.

Service declines and cohorts where ratings are consistently low require attention

Residents aged 50 to 64 years are the most critical of Council in 2025, providing the lowest performance ratings in 20 individual service areas. It is recommended that extra attention be paid to their key concerns and interactions with Council over the next year. Council should also work to recover from the significant decline in perceptions of its waste management this year. This is historically one of Council's strongest areas so early attention here is warranted.

DETAILED FINDINGS



J W S R E S E A R C H 15

**Overall
performance**



J W S R E S E A R C H 16



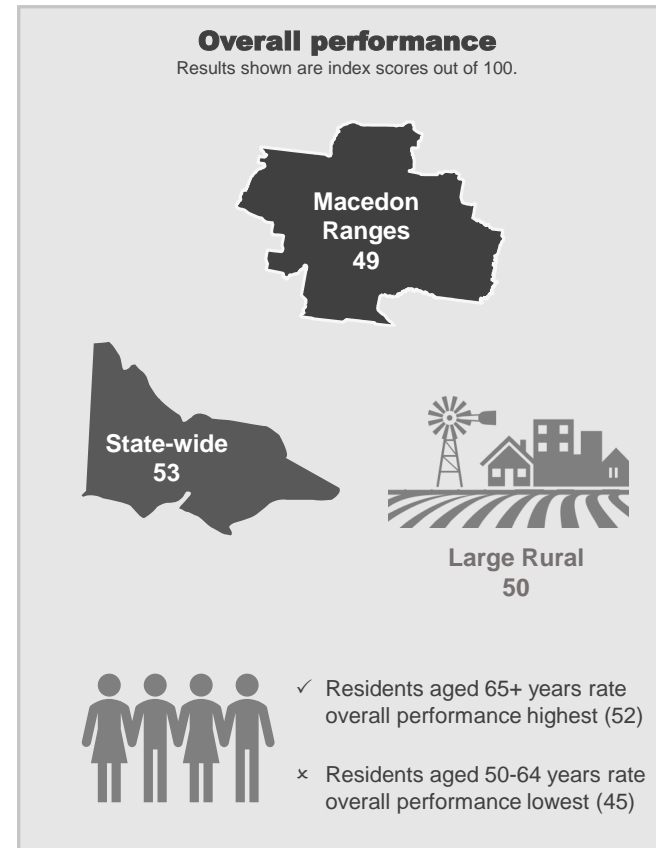
Overall performance

The overall performance index score of 49 for Macedon Ranges Shire Council is in line with the previous three years' results.

Council's overall performance is rated significantly lower (at the 95% confidence interval) than the State-wide average for councils but in line with the Large Rural group average (index scores of 53 and 50 respectively).

- No significant differences were found among residents from different geographic or demographic cohorts compared to the Council average.

Close to one quarter of residents (24%) rate the value for money they receive from Council in infrastructure and services as 'very good' or 'good'. A further 32% rate this as 'average'. Four in ten residents (42%) rate Council as 'very poor' or 'poor' on providing value for money.



J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Overall performance

2025 overall performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	53▲	54	56	59	61	58	60	59	59	59
65+	52	53	54	51	52	59	57	56	57	55
18-34	50	51	44	55	57	65	62	58	61	59
Women	50	50	50	52	54	59	58	55	56	57
Large Rural	50	50	52	55	58	55	56	56	54	54
West Ward	49	55	49	51	55	59	56	55	56	53
Macedon Ranges	49	50	49	50	54	58	56	56	56	55
South Ward	48	51	54	51	53	60	58	60	56	54
35-49	48	49	49	48	52	57	55	56	55	54
East Ward	48	46	45	47	53	55	54	53	54	58
Men	48	50	49	47	53	57	54	57	55	53
50-64	45	47	47	46	57	51	51	54	50	53

Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Macedon Ranges Shire Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?
 Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18
 Note: Please see Appendix A for explanation of significant differences.

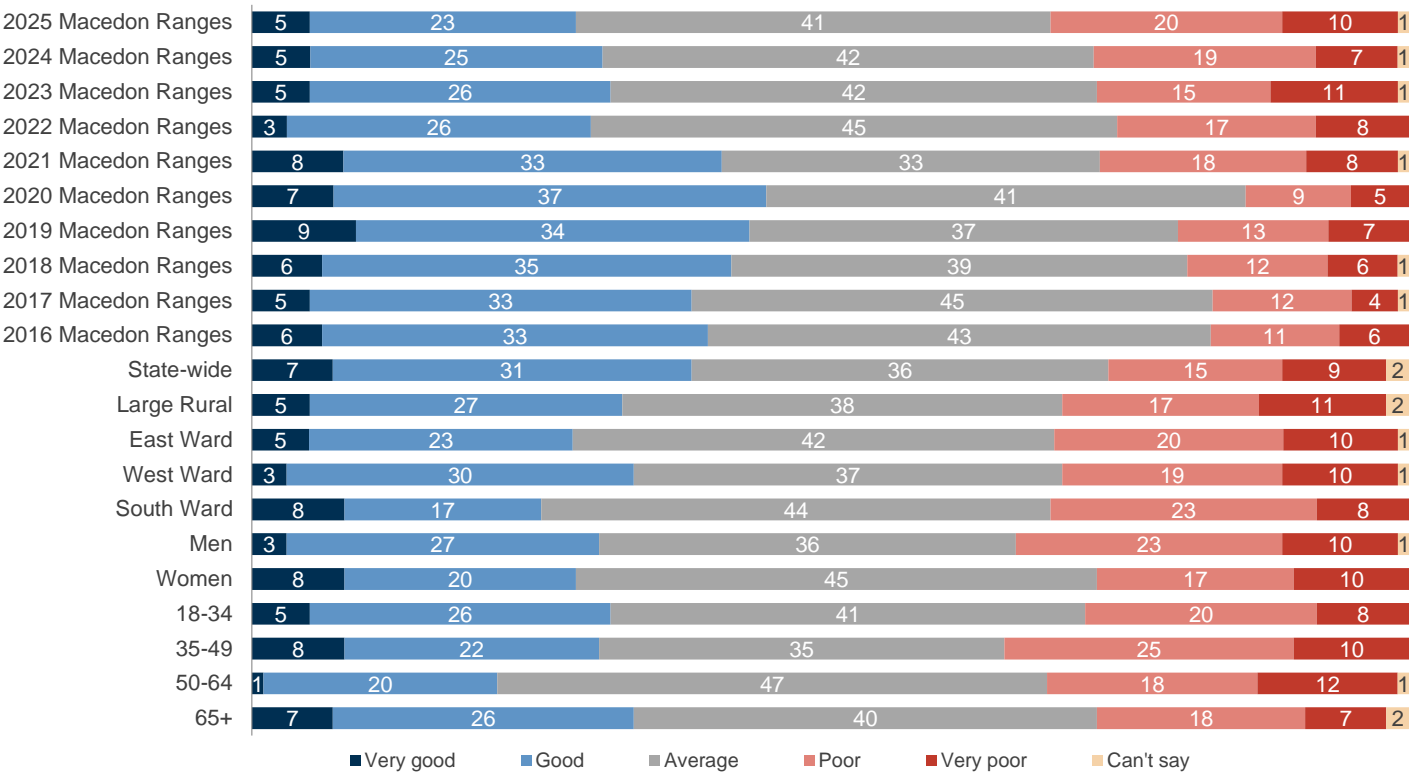
J W S R E S E A R C H 18

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Overall performance

2025 overall performance (%)



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Macedon Ranges Shire Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Value for money in services and infrastructure

2025 value for money (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	47▲	48	49	53	54	n/a	n/a	n/a	n/a	n/a
65+	46	46	49	47	51	n/a	n/a	n/a	n/a	n/a
18-34	44	51	31	53	49	n/a	n/a	n/a	n/a	n/a
35-49	44	37	44	41	45	n/a	n/a	n/a	n/a	n/a
Large Rural	43	43	45	48	50	n/a	n/a	n/a	n/a	n/a
Women	43	43	44	48	49	n/a	n/a	n/a	n/a	n/a
West Ward	43	47	44	48	50	n/a	n/a	n/a	n/a	n/a
South Ward	43	45	45	45	46	n/a	n/a	n/a	n/a	n/a
Macedon Ranges	42	43	43	45	48	n/a	n/a	n/a	n/a	n/a
Men	41	43	43	42	48	n/a	n/a	n/a	n/a	n/a
East Ward	41	37	41	43	48	n/a	n/a	n/a	n/a	n/a
50-64	35▼	39	44	39	49	n/a	n/a	n/a	n/a	n/a

Q3b. How would you rate Macedon Ranges Shire Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked State-wide: 55 Councils asked group: 18

Note: Please see Appendix A for explanation of significant differences.

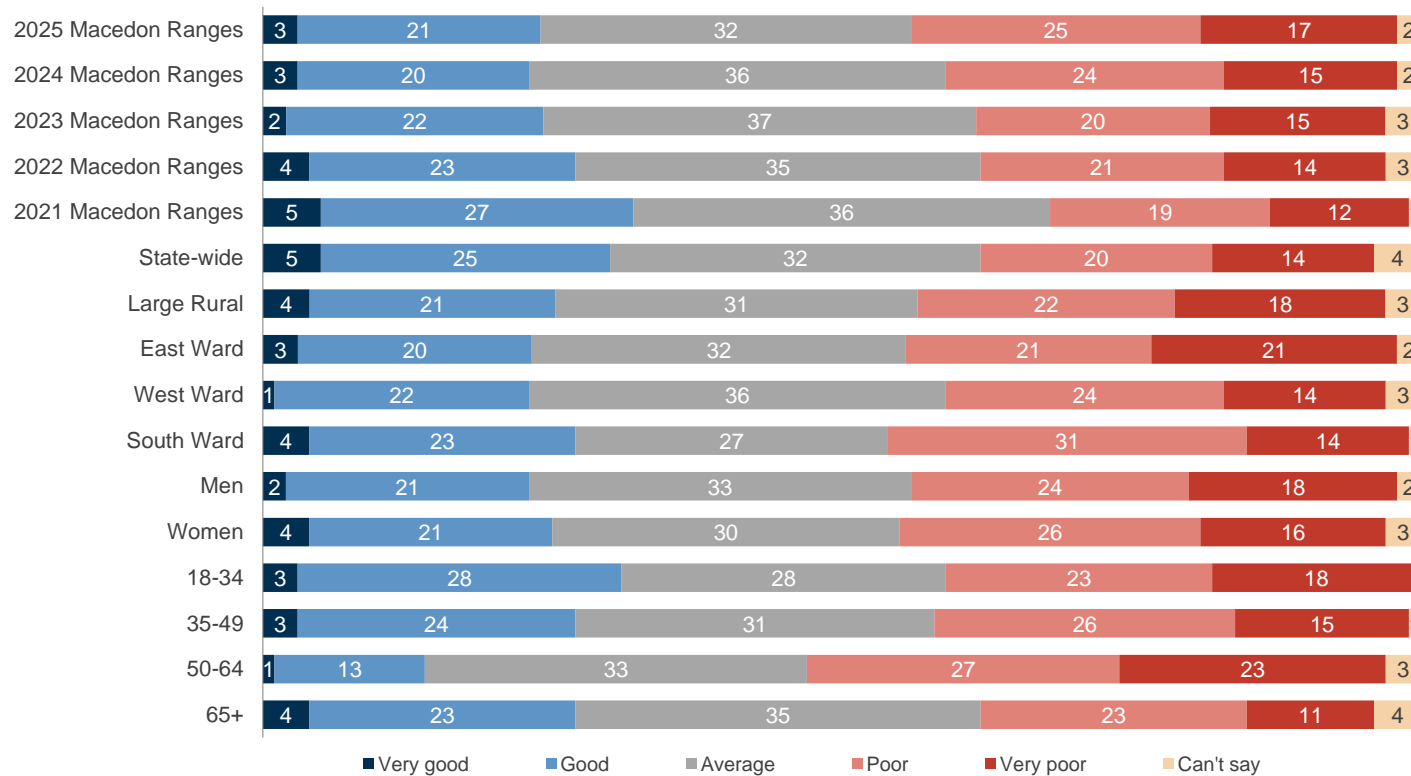
J W S R E S E A R C H 20

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Value for money in services and infrastructure

2025 value for money (%)



Q3b. How would you rate Macedon Ranges Shire Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked State-wide: 55 Councils asked group: 18

J W S R E S E A R C H 21



Top performing service areas

Council performs best in the area of art centres and libraries (index score of 68) this year.

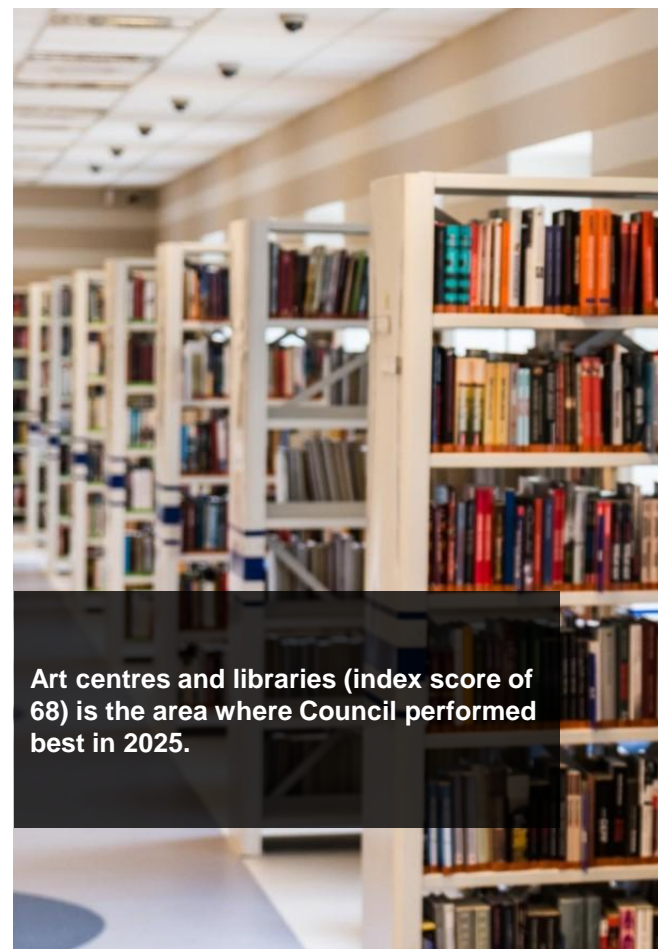
- Perceptions of performance in this area are in line with the 2024 result but significantly lower than the Large Rural group and State-wide group averages this year (index scores of 71 and 73 respectively).

Waste management is Council's next highest rated service area (index score of 67) however performance has significantly declined in the past 12 months (down six index points).

- Contributing to this decrease are significant declines among both women and men, West Ward residents and residents aged 18 to 34 years.
- Positively, Council performs in line with the State-wide average and significantly higher than the Large Rural group average (index scores of 65 and 62 respectively).

Council also continues to perform well on the appearance of public areas, recreational facilities and emergency and disaster management (index scores of 66 for each).

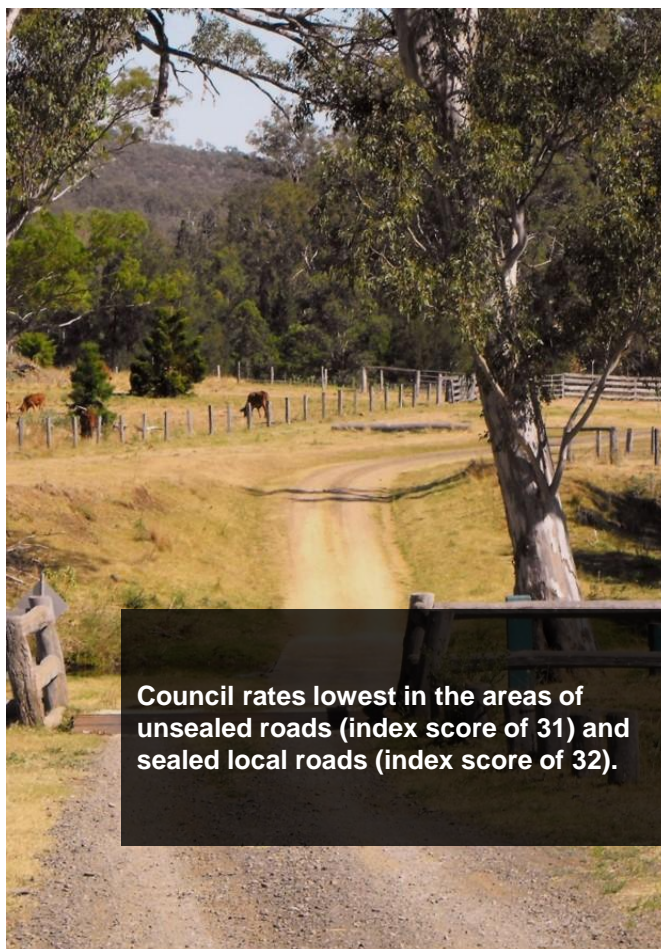
- Perceptions are significantly improved on the appearance of public areas among East Ward residents, and on recreational facilities among 35 to 49 year olds.



Art centres and libraries (index score of 68) is the area where Council performed best in 2025.



Low performing service areas



Council rates lowest in the areas of unsealed roads (index score of 31) and sealed local roads (index score of 32).

Council rates lowest in the areas of unsealed roads and sealed local roads (index scores of 31 and 32 respectively). Performance ratings in these areas have been relatively steady since 2023, however higher ratings in earlier years demonstrate there is opportunity to improve.

Council's next lowest rated areas are planning and building permits, town planning policy and planning for population growth (index scores of 38, 39 and 41 respectively).

- Council rates below the Large Rural group and State-wide averages for these five service areas.
- Maintenance of unsealed roads and planning and building permits each have a significant influence on Council's overall performance rating, so it will be important to address resident concerns about these service areas moving forward.
- The need for Council to remain attentive to these areas is also underpinned by the fact that sealed road maintenance (32%) and town planning / permits / red tape (16%) are the top two areas mentioned by residents as most in need of improvement.

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Individual service area performance

2025 individual service area performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Art centres & libraries	68	67	65	66	69	71	70	67	68	67
Waste management	67	73	71	71	67	68	68	68	72	71
Appearance of public areas	66	65	63	66	68	73	70	68	72	71
Recreational facilities	66	64	63	62	67	68	68	67	69	69
Emergency & disaster mngt	66	64	60	63	68	68	72	71	73	70
Community & cultural	61	62	60	61	61	66	63	65	65	63
Enforcement of local laws	59	59	59	63	61	62	64	63	61	61
Environmental sustainability	59	61	59	60	61	66	n/a	n/a	n/a	n/a
Family support services	59	59	59	63	63	62	64	63	65	64
Tourism development	57	57	60	59	58	63	61	n/a	n/a	n/a
Bus/community dev./tourism	56	58	56	55	57	60	60	60	61	59
Elderly support services	56	54	54	59	63	63	64	63	66	64
COVID-19 response	56	60	59	64	68	n/a	n/a	n/a	n/a	n/a
Disadvantaged support serv.	54	55	53	58	63	58	58	58	58	60
Parking facilities	53	53	53	56	56	59	58	57	58	60
Informing the community	52	52	49	53	53	56	56	55	56	56
Business & community dev.	52	53	52	54	56	n/a	n/a	n/a	n/a	n/a
Consultation & engagement	46	49	45	48	49	51	52	54	52	51
Community decisions	45	44	45	48	47	52	51	51	52	49
Lobbying	45	46	46	45	48	52	53	50	52	49
Slashing & weed control	44	44	42	42	45	49	47	45	44	51
Local streets & footpaths	42	41	42	47	52	56	52	52	52	54
Population growth	41	38	39	41	43	45	46	47	47	49
Town planning policy	39	40	41	44	46	48	48	47	47	48
Planning & building permits	38	38	36	39	43	44	45	44	43	43
Sealed local roads	32	31	35	43	49	54	49	48	48	51
Unsealed roads	31	30	31	37	45	49	42	43	42	46

Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?
 Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18
 Note: Please see Appendix A for explanation of significant differences.

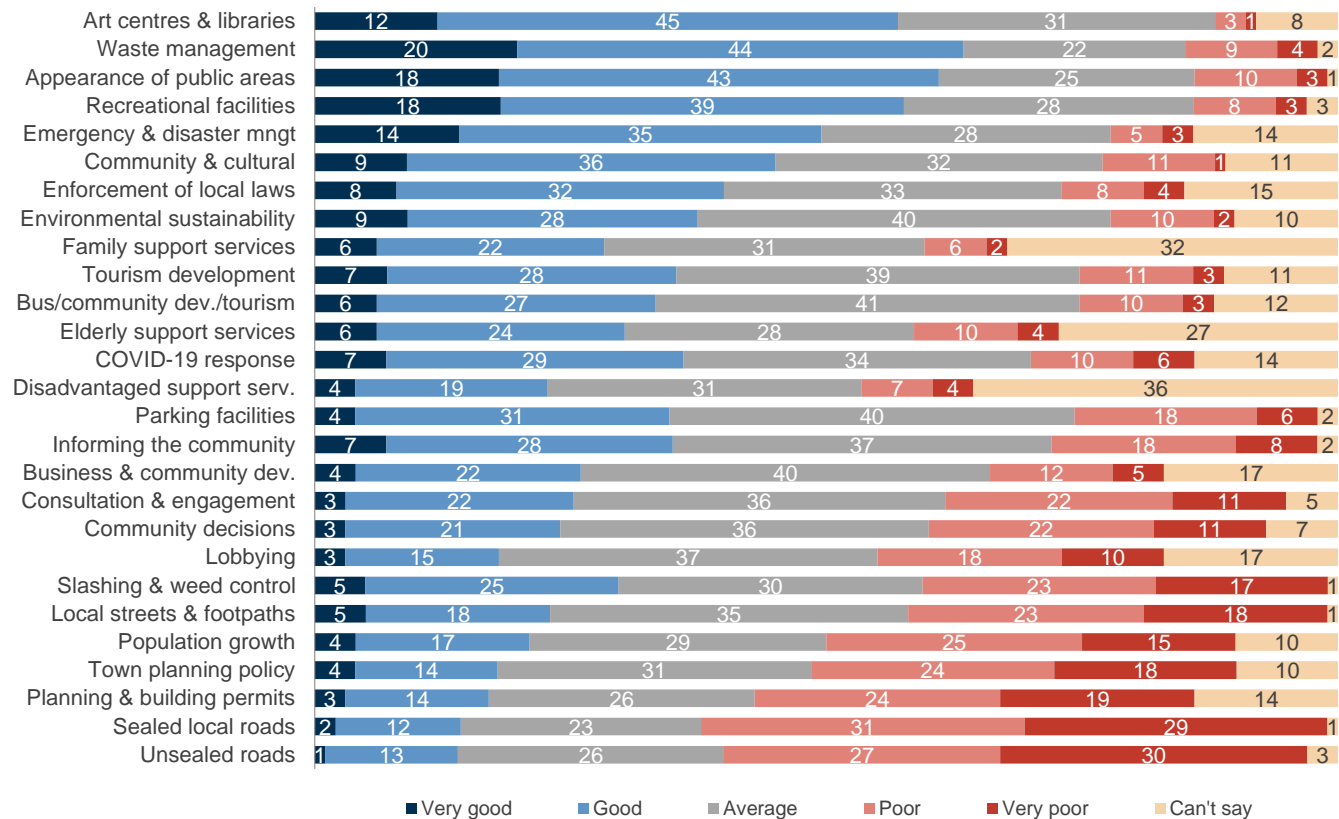
J W S R E S E A R C H 24

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Individual service area performance

2025 individual service area performance (%)



Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18

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J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Individual service area importance

2025 individual service area importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Unsealed roads	84	83	84	83	79	76	81	78	79	76
Emergency & disaster mngt	82	80	80	83	79	82	83	83	81	81
Local streets & footpaths	81	82	83	82	77	76	78	78	76	74
Community decisions	81	80	80	80	81	n/a	n/a	n/a	n/a	n/a
Population growth	80	79	80	81	77	79	79	80	81	76
Waste management	79	81	80	81	79	81	82	81	76	75
Elderly support services	78	78	78	81	79	77	78	79	77	75
Consultation & engagement	78	78	78	78	76	75	77	77	73	76
Slashing & weed control	78	80	80	80	77	76	78	77	79	77
Town planning policy	77	76	78	78	75	74	76	75	74	72
Informing the community	76	76	77	77	78	75	76	76	74	74
Appearance of public areas	75	74	73	77	74	73	73	74	73	72
Planning & building permits	74	73	75	75	74	74	74	73	72	72
Recreational facilities	73	73	74	73	72	72	71	73	73	71
Family support services	72	72	72	75	74	74	72	72	72	69
Disadvantaged support serv.	70	70	72	75	74	72	71	72	70	72
Lobbying	67	67	69	70	69	69	64	68	68	67
Environmental sustainability	67	69	70	74	74	75	74	n/a	n/a	n/a
Parking facilities	64	65	66	68	67	64	64	66	63	62
Business & community dev.	64	64	64	67	66	n/a	n/a	n/a	n/a	n/a
Enforcement of local laws	64	62	66	64	66	67	68	67	67	67
Bus/community dev./tourism	63	63	62	65	65	66	65	66	66	64
Art centres & libraries	62	63	63	63	65	63	64	63	64	62
Tourism development	59	58	57	61	63	60	59	n/a	n/a	n/a
Community & cultural	56	58	60	61	59	59	59	59	58	59
COVID-19 response	42	45	53	59	64	n/a	n/a	n/a	n/a	n/a

Q1. Firstly, how important should [RESPONSIBILITY AREA] be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 24 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.

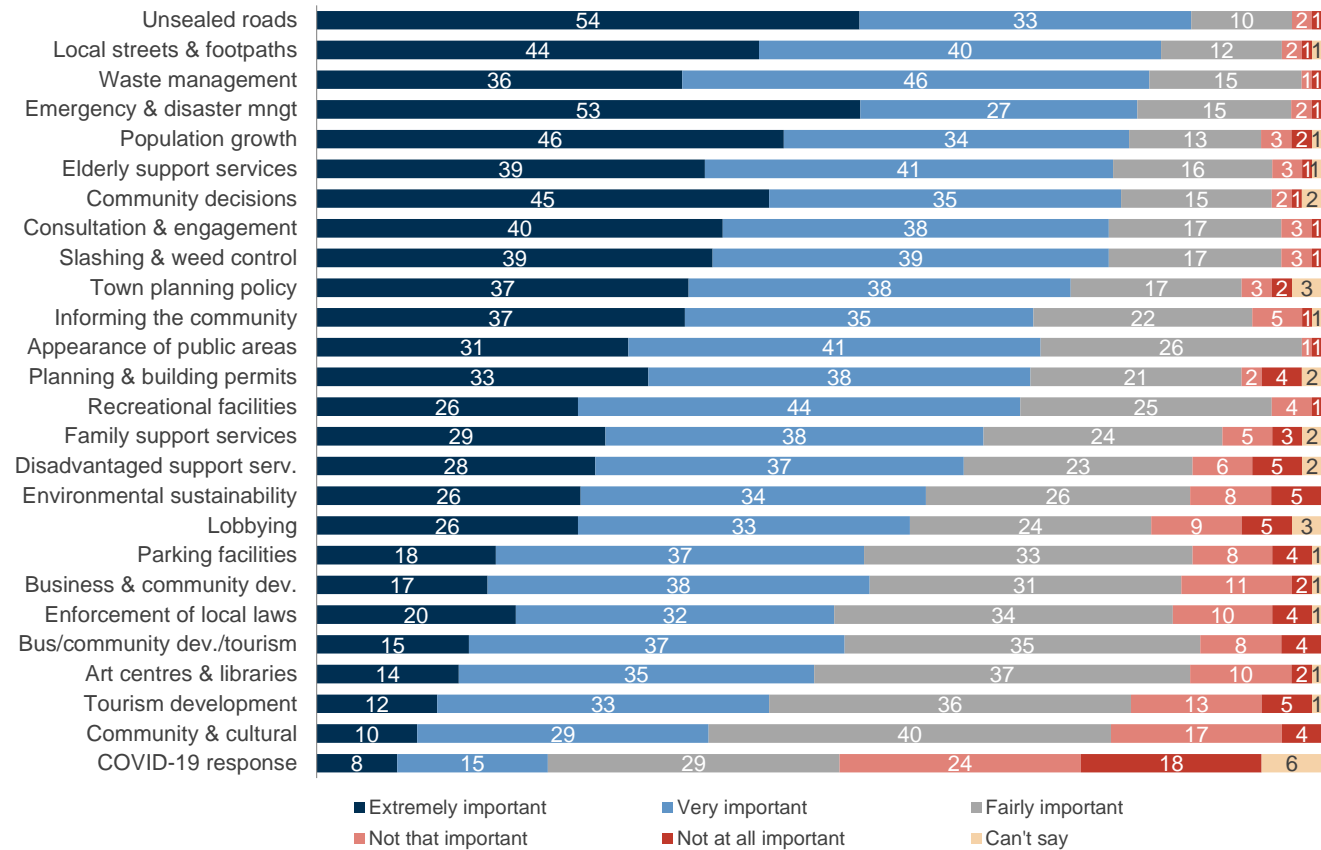
J W S R E S E A R C H 26

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Individual service area importance

2025 individual service area importance (%)



Q1. Firstly, how important should [RESPONSIBILITY AREA] be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 24 Councils asked group: 9

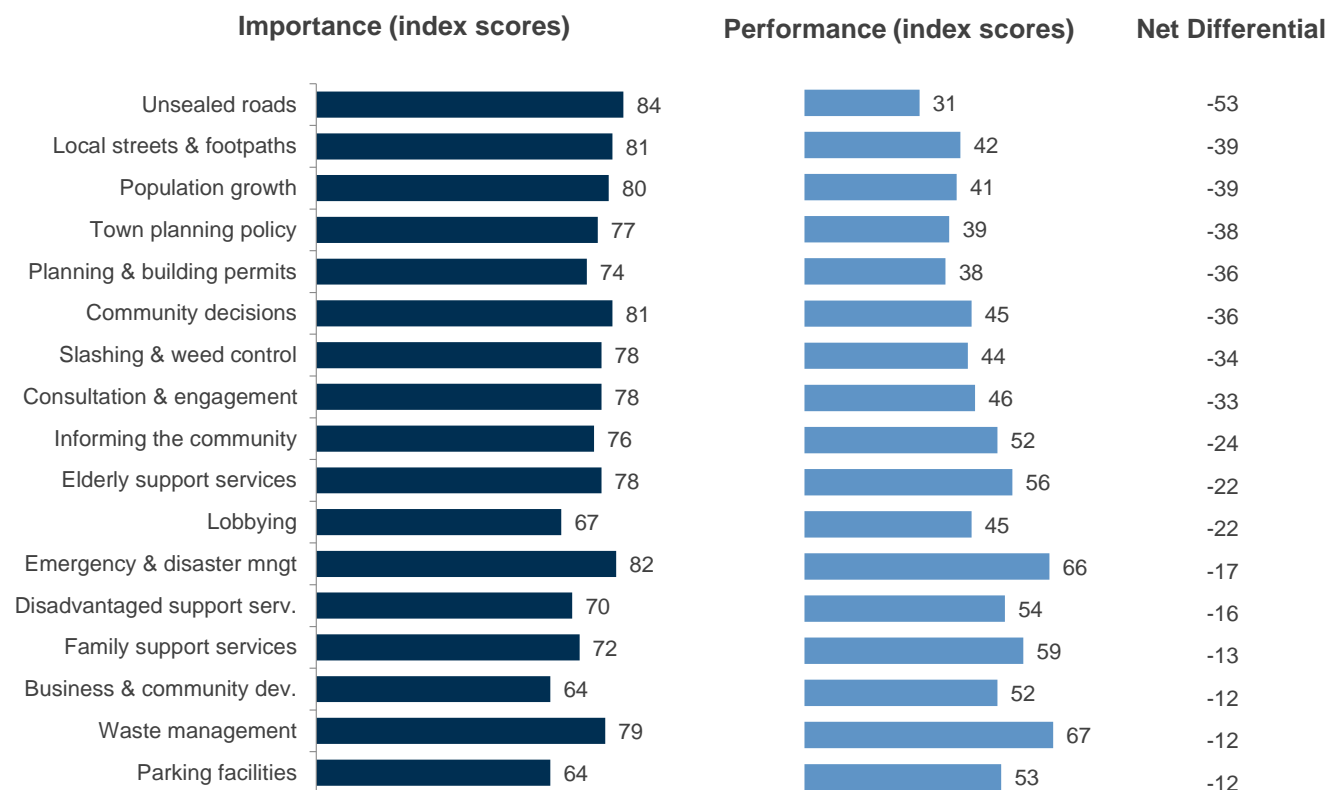
J W S R E S E A R C H 27

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Individual service areas importance vs performance

Service areas where importance exceeds performance by 10 points or more, suggesting further investigation is necessary.



Note: Net differentials are calculated based on the un-rounded importance and performance scores, then rounded to the nearest whole number, which may result in differences of +/-1% in the importance and performance scores and the net differential scores.

J W S R E S E A R C H 28



Influences on perceptions of overall performance

The individual service area that has the strongest influence on the overall performance rating (based on regression analysis) is:

- Decisions made in the interest of the community.

Good communication and transparency with residents about decisions Council has made in the community's interest provides the greatest opportunity to drive up overall opinion of Council's performance. Currently, performance in this area is rated as poor (index score of 45).

Following on from that, other service areas with a moderate-to-strong influence on the overall performance rating are:

- Community consultation and engagement
- Parking facilities
- Planning and building permits
- Maintenance of unsealed roads.

Looking at these key service areas only, Council performs best on parking facilities (index score of 53), which has a relatively strong influence on the overall performance rating.

Maintaining this positive result should remain a focus – but there is greater work to be done elsewhere.

In addition to Council's decision making, most in need of attention are its community consultation, another strong influence on overall performance ratings, and the more moderate influences of planning and building permits and unsealed roads. Council performance in these areas is also rated as 'poor' (index scores of 46, 38 and 31 respectively).

It will be important to engage with residents on key local issues, and to attend to their concerns about Council's planning and building permit system and the condition of its unsealed roads to help improve overall ratings of performance.



Regression analysis explained

We use regression analysis to investigate which individual service areas such as community consultation and the condition of sealed local roads (the independent variables) are influencing respondent perceptions of overall council performance (the dependent variable).

In the charts that follow:

- The horizontal axis represents Council's performance index score for each individual service. Service areas appearing on the right side of the chart have a higher index score than those on the left.
- The vertical axis represents the Standardised Beta Coefficient from the multiple regression performed. This measures the contribution of each service area to the model. Service areas near the top of the chart have a greater positive effect on overall performance ratings than those located closer to the axis.

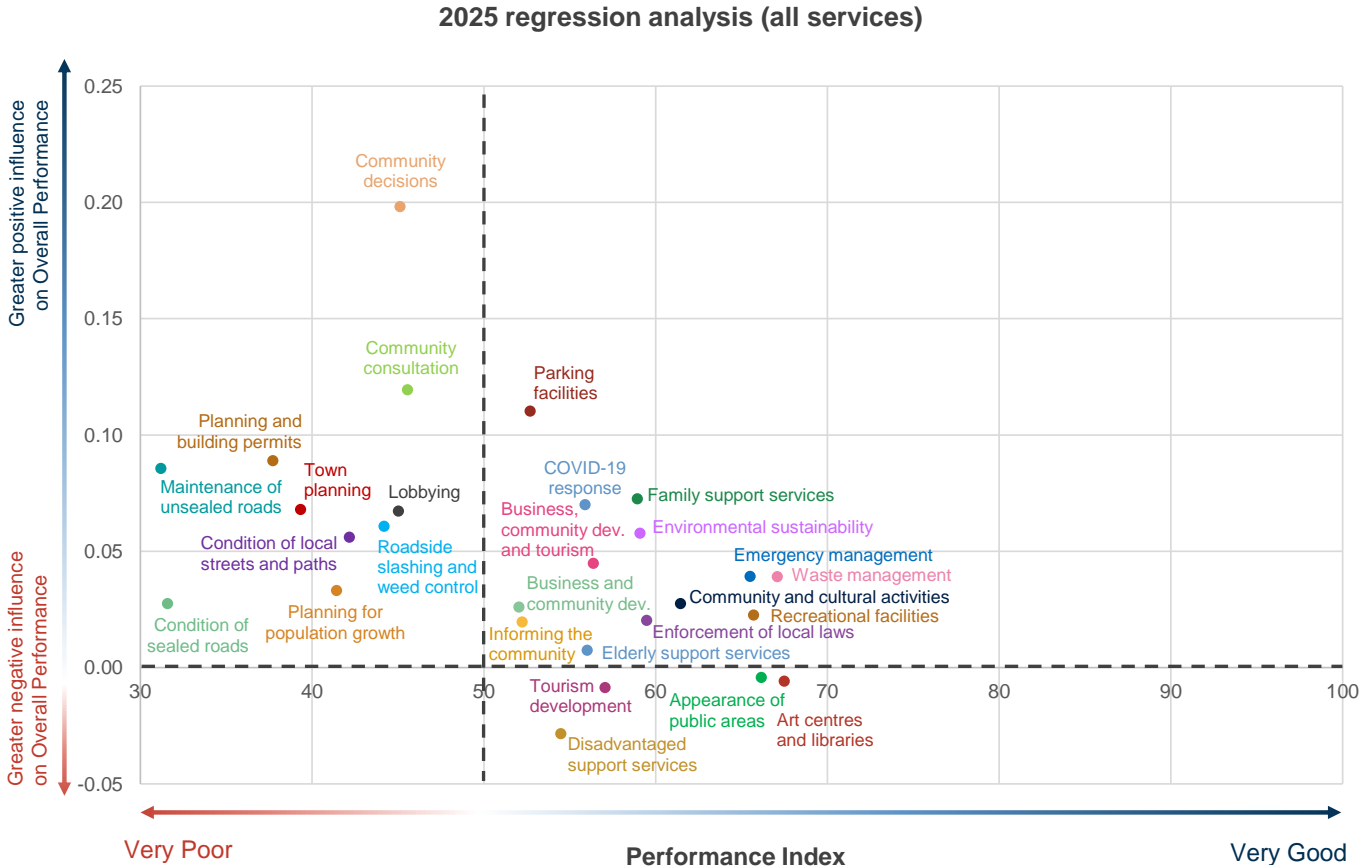
The regressions are shown on the following two charts.

1. **The first chart** shows the results of a regression analysis of *all* individual service areas selected by Council.
2. **The second chart** shows the results of a regression performed on a smaller set of service areas, being those with a moderate-to-strong influence on overall performance. Service areas with a weaker influence on overall performance (i.e. a low Standardised Beta Coefficient) have been excluded from the analysis.

Key insights from this analysis are derived from the second chart.



Influence on overall performance: all services



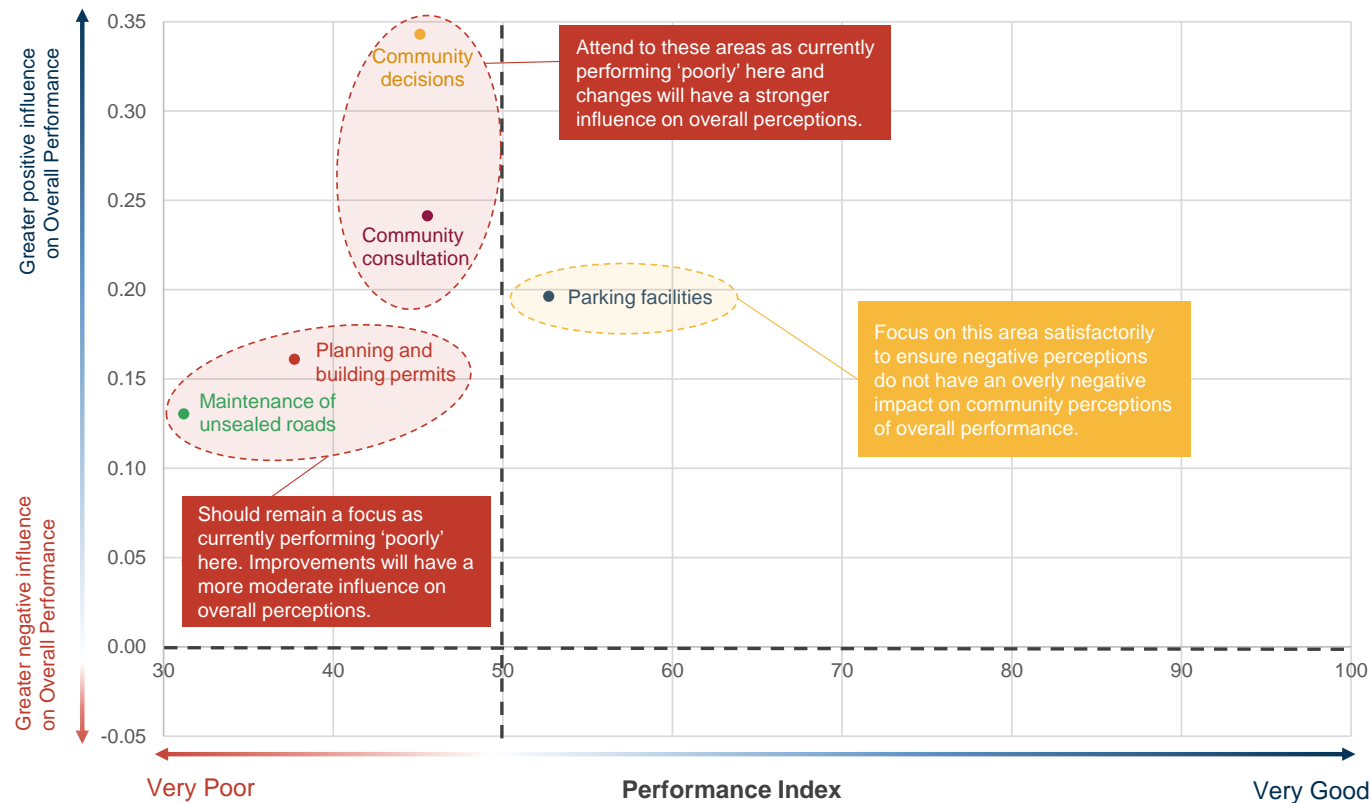
The multiple regression analysis model above (all service areas) has an R^2 value of 0.673 and adjusted R^2 value of 0.649, which means that 65% of the variance in community perceptions of overall performance can be predicted from these variables. The overall model effect was statistically significant at $p = 0.0001$, $F = 28.38$. This model should be interpreted with some caution as some data is not normally distributed and not all service areas have linear correlations.

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Influence on overall performance: key services

2025 regression analysis (key services)



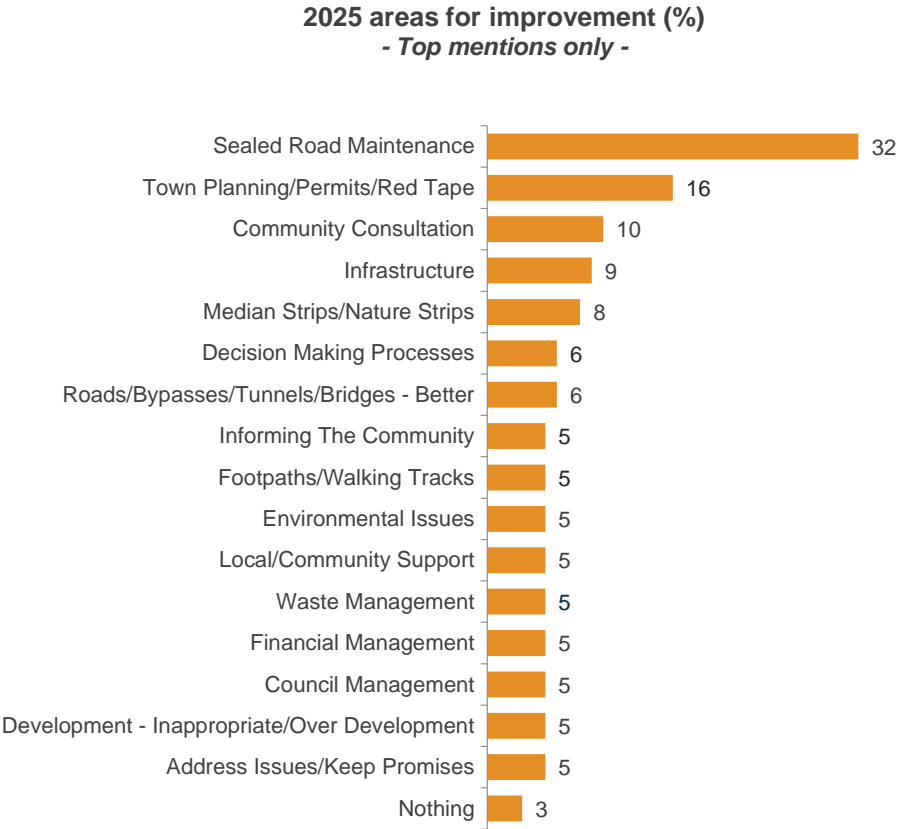
The multiple regression analysis model above (reduced set of service areas) has an R^2 value of 0.611 and adjusted R^2 value of 0.606, which means that 61% of the variance in community perceptions of overall performance can be predicted from these variables. The overall model effect was statistically significant at $p = 0.0001$, $F = 123.85$.

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Areas for improvement



Q17. What does Macedon Ranges Shire Council MOST need to do to improve its performance?
Base: All respondents. Councils asked State-wide: 44 Councils asked group: 14
A verbatim listing of responses to this question can be found in the accompanying dashboard.

Customer service



J W S R E S E A R C H 34



Contact with council and customer service

Contact with council

Seven in 10 residents (70%) had contact with Council in the last 12 months. Rate of contact has been steadily recovering for the past three years, after a small post-COVID-19 decline.

- Rate of contact was highest for 35 to 49 year olds (76%) and lowest for residents aged 65 years and over (65%).

The most common methods of contact were telephone (40%), in-person (32%) and email (28%).



Customer service

Council's customer service index score of 68 is unchanged from the 2024 result. Ratings of customer service have been relatively stable over the years.

Council's customer service is rated in line with the State-wide and Large Rural group averages (index scores of 66 and 65 respectively).

- Ratings are significantly higher than the Council average among South Ward residents (index score of 74) and lowest among West Ward residents (index score of 64).

Among those residents who have had contact with Council, a majority (64%) rate customer service as 'very good' or 'good' in 2025.

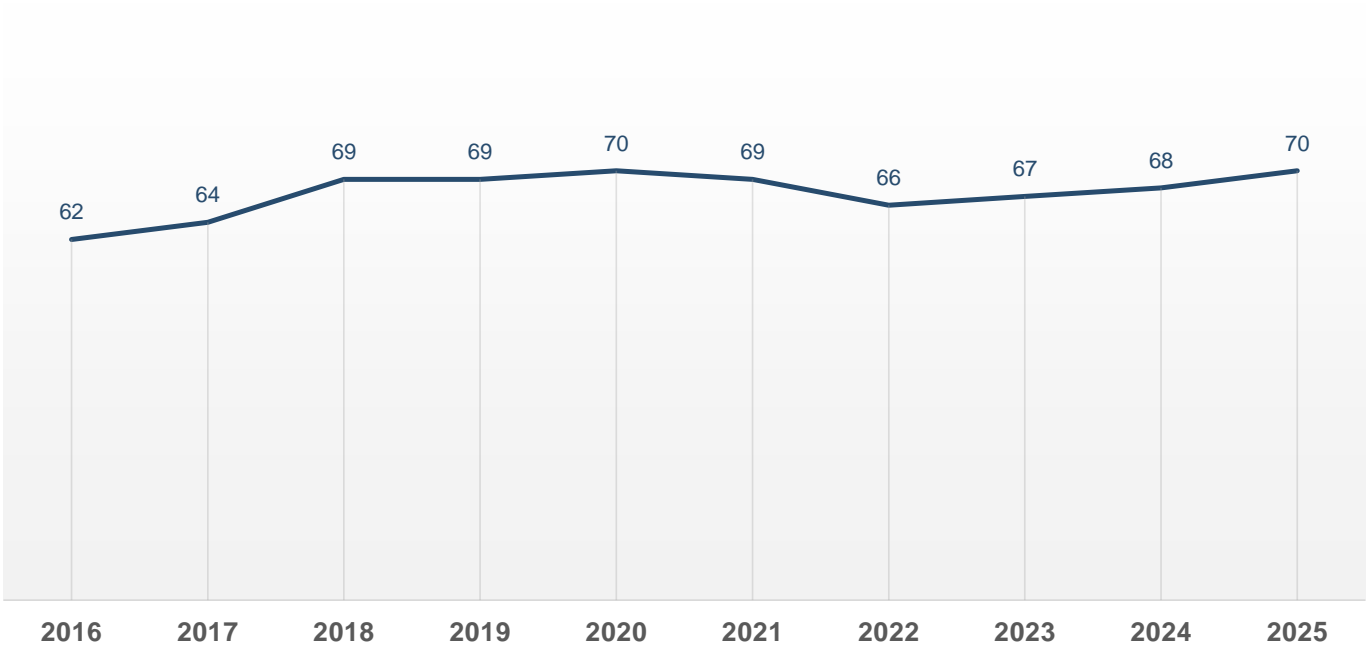
Of the more frequently used channels, residents who interact with Council in-person or via telephone provide high customer service ratings (index scores of 75 and 70 respectively). However, ratings are relatively lower for email (index score of 59), indicating that Council should focus on improving customer service interactions via this channel.

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Contact with council

2025 contact with council (%)
Have had contact



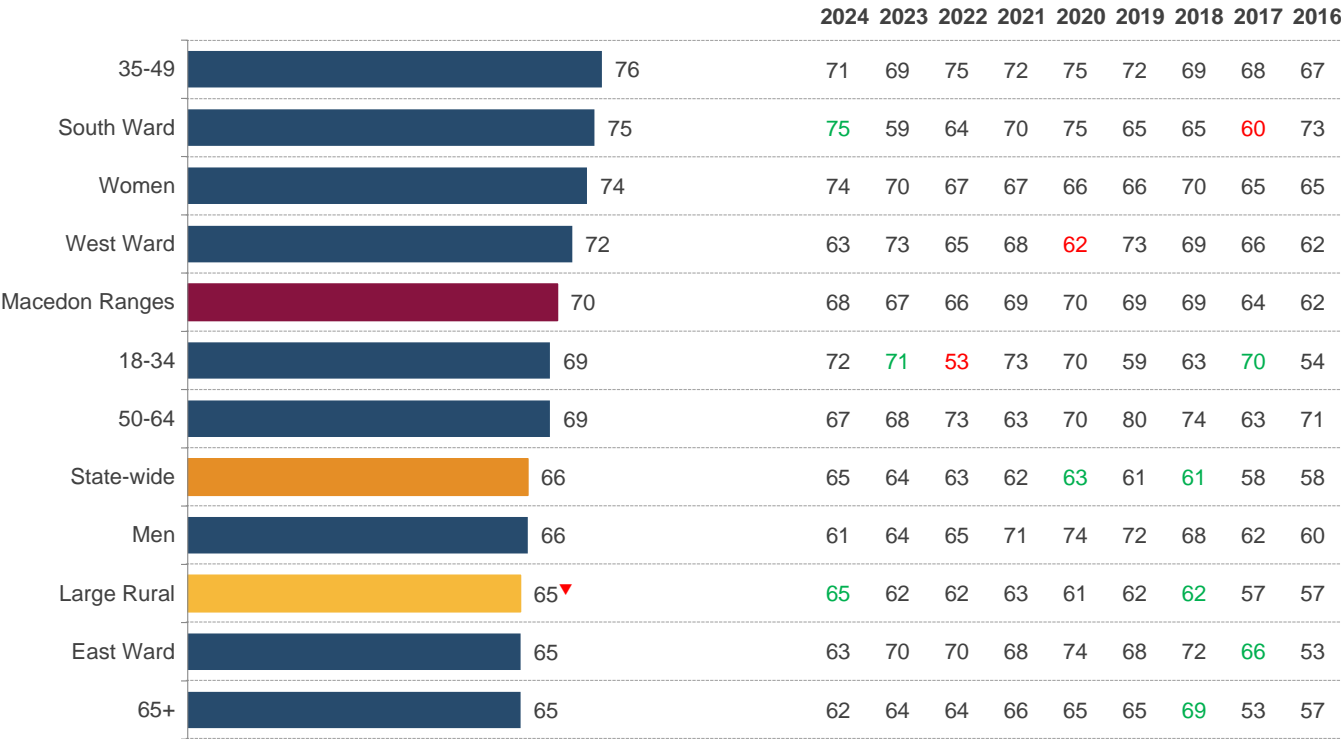
Q5a. Have you or any member of your household had any recent contact with Macedon Ranges Shire Council in any of the following ways?
Base: All respondents. Councils asked State-wide: 24 Councils asked group: 9

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Contact with council

2025 contact with council (%)



Q5a. Have you or any member of your household had any recent contact with Macedon Ranges Shire Council in any of the following ways?
Base: All respondents. Councils asked State-wide: 24 Councils asked group: 9
Note: Please see Appendix A for explanation of significant differences.

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Customer service rating

2025 customer service rating (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
South Ward	74▲	68	68	67	68	67	67	75	75	62
65+	73	72	69	69	69	74	67	69	72	65
Women	70	66	67	71	69	72	70	71	71	72
35-49	69	72	63	68	65	69	65	74	65	72
Macedon Ranges	68	68	65	66	66	70	65	70	67	65
East Ward	67	66	65	64	67	70	60	67	64	67
18-34	67	61	63	65	68	72	61	64	69	58
State-wide	66	67	67	68	70	70	71	70	69	69
Men	66	72	63	60	64	67	60	68	63	57
Large Rural	65	65	65	67	68	68	69	67	66	67
50-64	65	66	63	59	59	61	65	69	65	61
West Ward	64	72	63	66	64	71	66	68	63	66

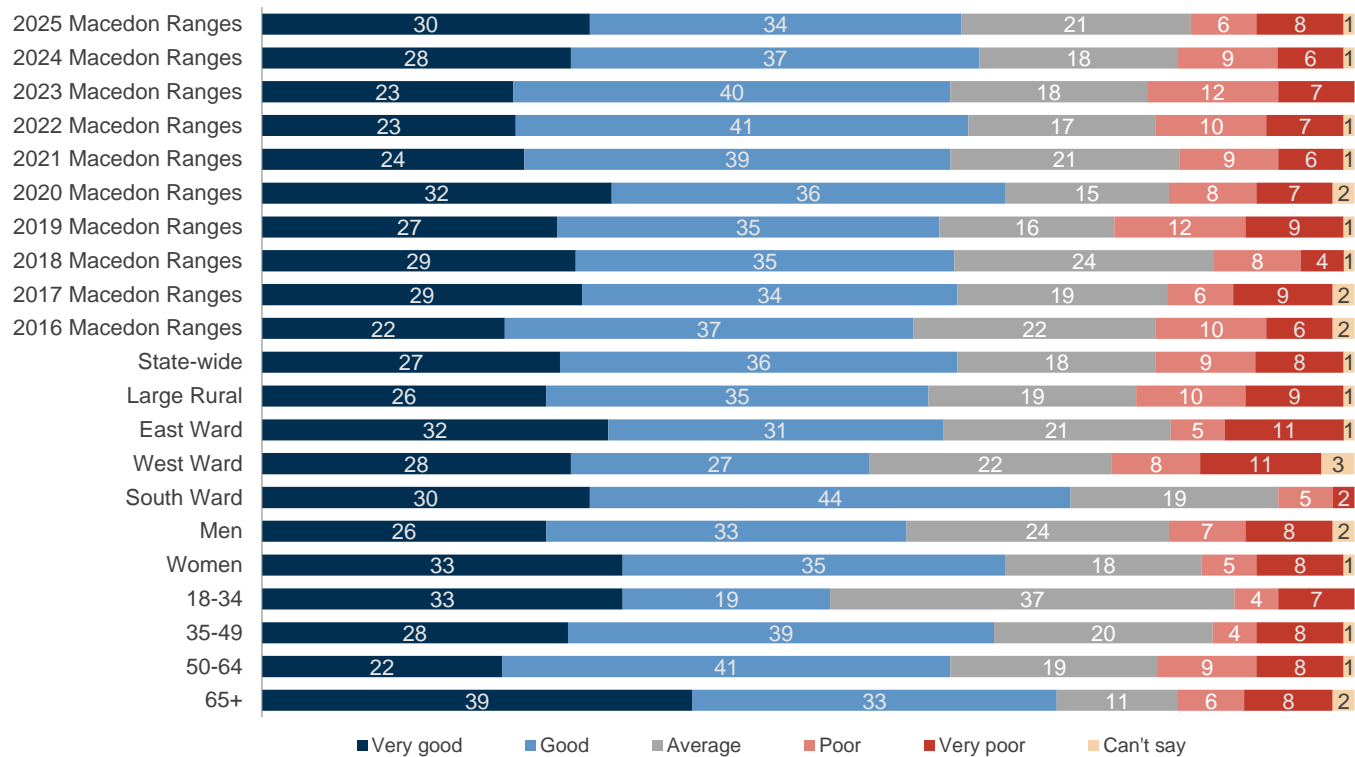
Q5c. Thinking of the most recent contact, how would you rate Macedon Ranges Shire Council for customer service?
Please keep in mind we do not mean the actual outcome but rather the actual service that was received.
Base: All respondents who have had contact with Council in the last 12 months.
Councils asked State-wide: 56 Councils asked group: 18
Note: Please see Appendix A for explanation of significant differences.

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Customer service rating

2025 customer service rating (%)

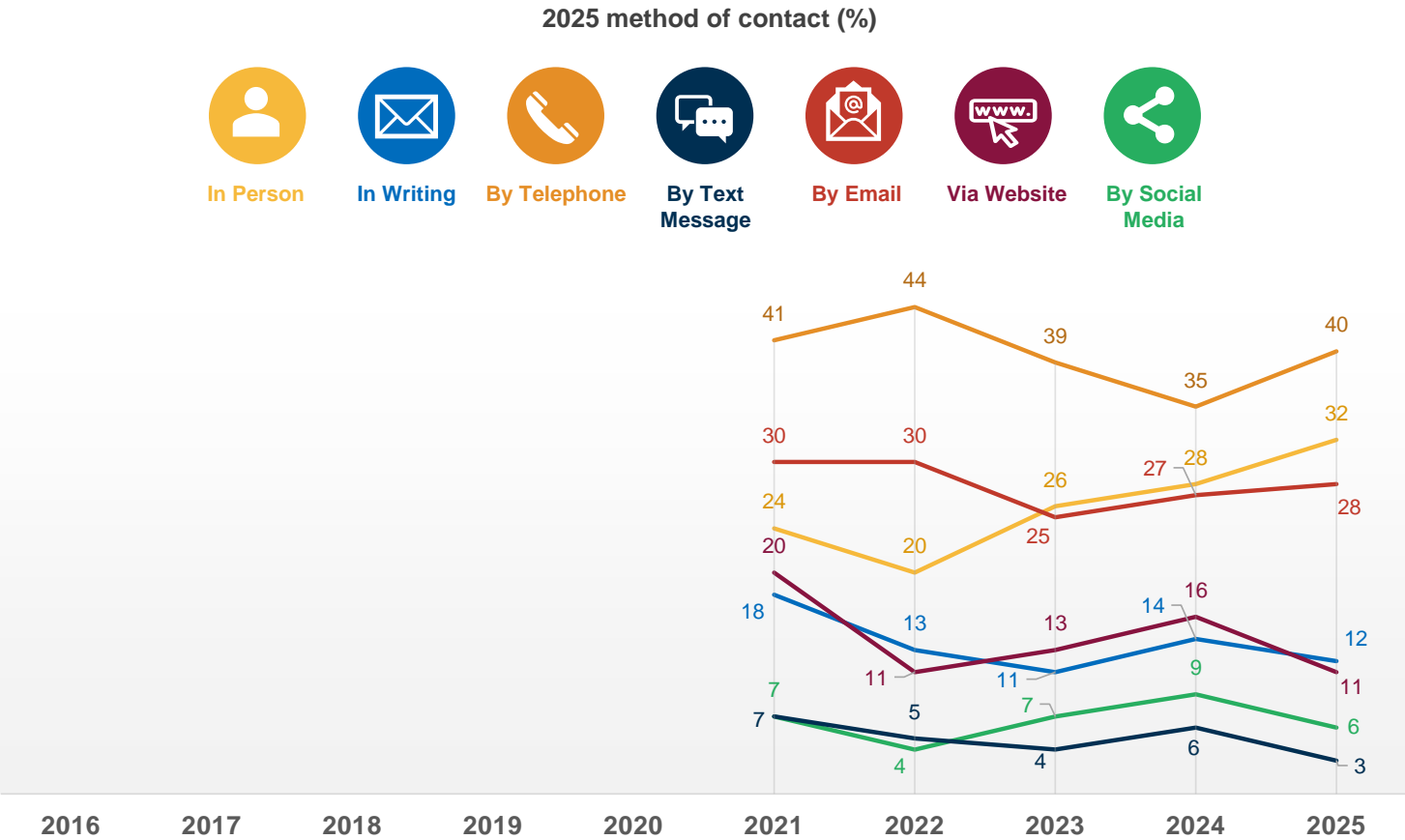


Q5c. Thinking of the most recent contact, how would you rate Macedon Ranges Shire Council for customer service?
Please keep in mind we do not mean the actual outcome but rather the actual service that was received.
Base: All respondents who have had contact with Council in the last 12 months.
Councils asked State-wide: 56 Councils asked group: 18

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Method of contact with council



Q5a. Have you or any member of your household had any recent contact with Macedon Ranges Shire Council in any of the following ways?
Base: All respondents. Councils asked State-wide: 24 Councils asked group: 9
Note: Respondents could name multiple contacts methods so responses may add to more than 100%



Customer service rating by method of last contact

2025 customer service rating (index score by method of last contact)



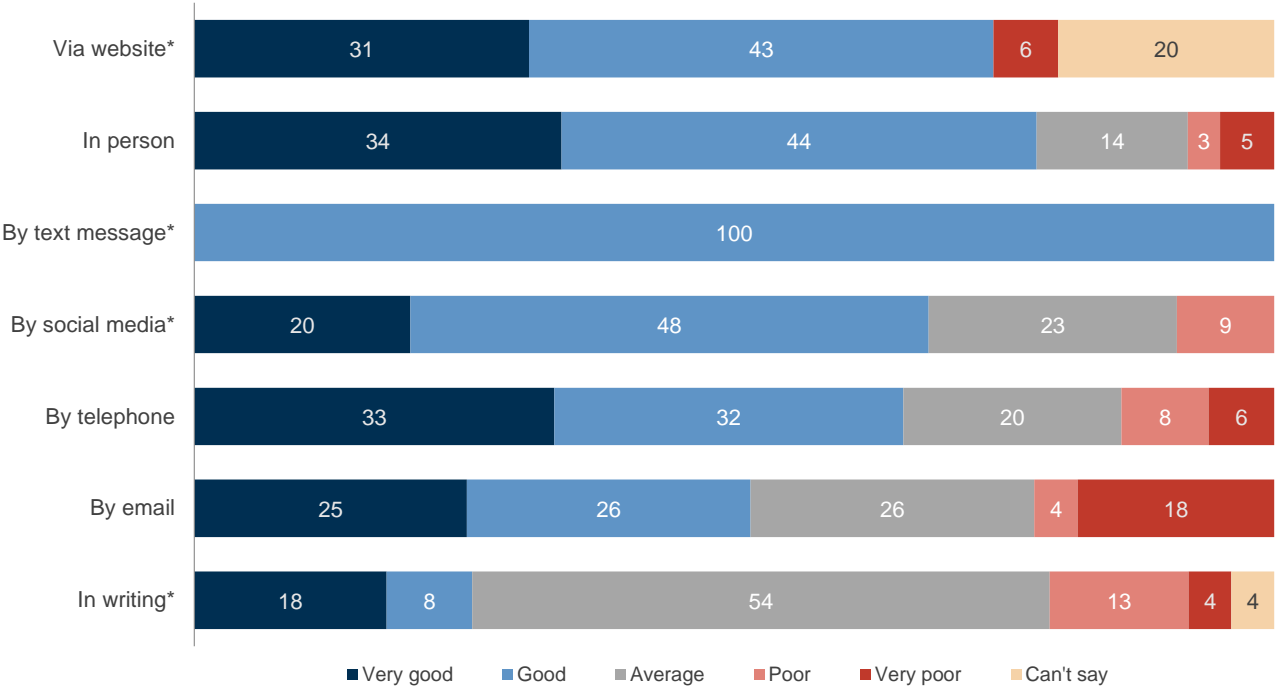
Q5c. Thinking of the most recent contact, how would you rate Macedon Ranges Shire Council for customer service?
Please keep in mind we do not mean the actual outcome but rather the actual service that was received.
Base: All respondents who have had contact with Council in the last 12 months.
Councils asked State-wide: 24 Councils asked group: 9
Note: Please see Appendix A for explanation of significant differences.
*Caution: small sample size < n=30

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Customer service rating by method of last contact

2025 customer service rating (% by method of last contact)



Q5c. Thinking of the most recent contact, how would you rate Macedon Ranges Shire Council for customer service?
Please keep in mind we do not mean the actual outcome but rather the actual service that was received.
Base: All respondents who have had contact with Council in the last 12 months.
Councils asked State-wide: 24 Councils asked group: 9
*Caution: small sample size < n=30

Communication



J W S R E S E A R C H 43



Communication

The best form of communication about Council news and information and upcoming events continues to be a Council newsletter sent via email (35%), followed by a newsletter sent via mail (28%).

These are preferred well ahead of other options, such as social media (11%), advertising in a local newspaper (10%) and text message (8%).

- Those aged under 50 years continue to prefer a Council newsletter sent via email (37%, unchanged from 2024), followed by a newsletter sent via mail (28%, up seven percentage points), and social media (13%, down seven points).
- Those aged 50 years or older also continue to prefer a Council newsletter sent via email (34%) ahead of those sent via mail (28%), followed by advertising in a local newspaper (12%) and social media (9%).

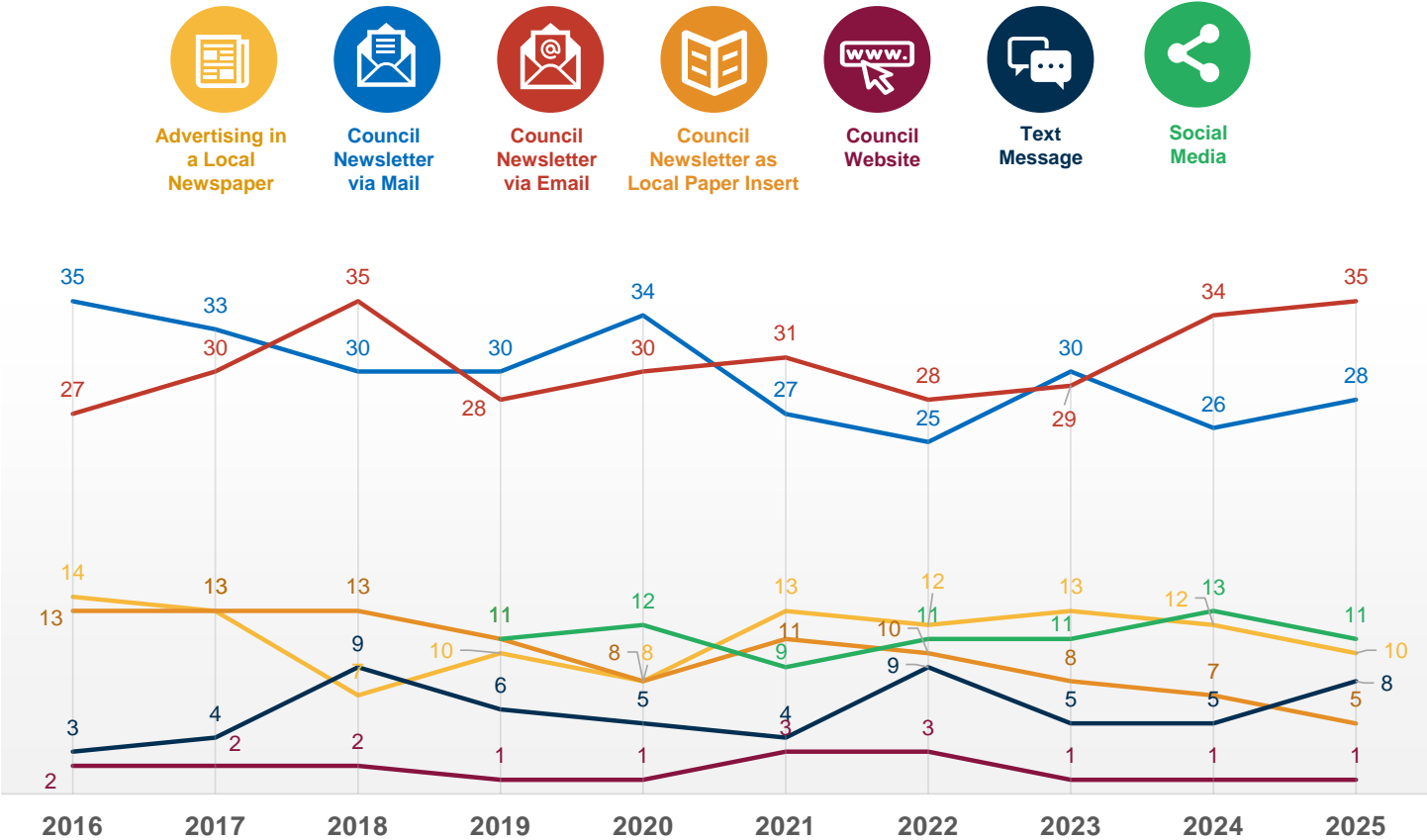


J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Best form of communication

2025 best form of communication (%)

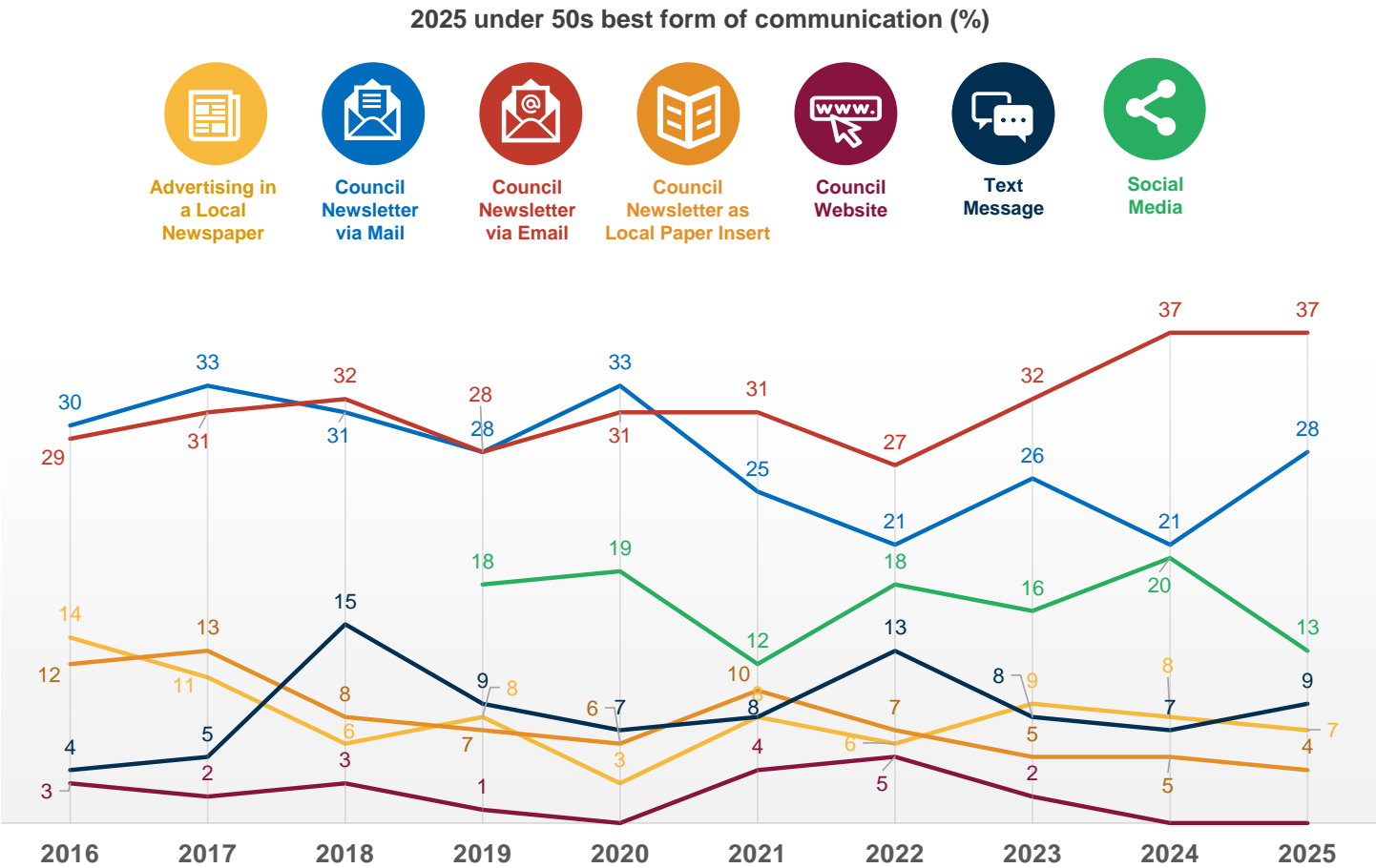


Q13. If Macedon Ranges Shire Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?
Base: All respondents. Councils asked State-wide: 33 Councils asked group: 9
Note: 'Social Media' was included in 2019.

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



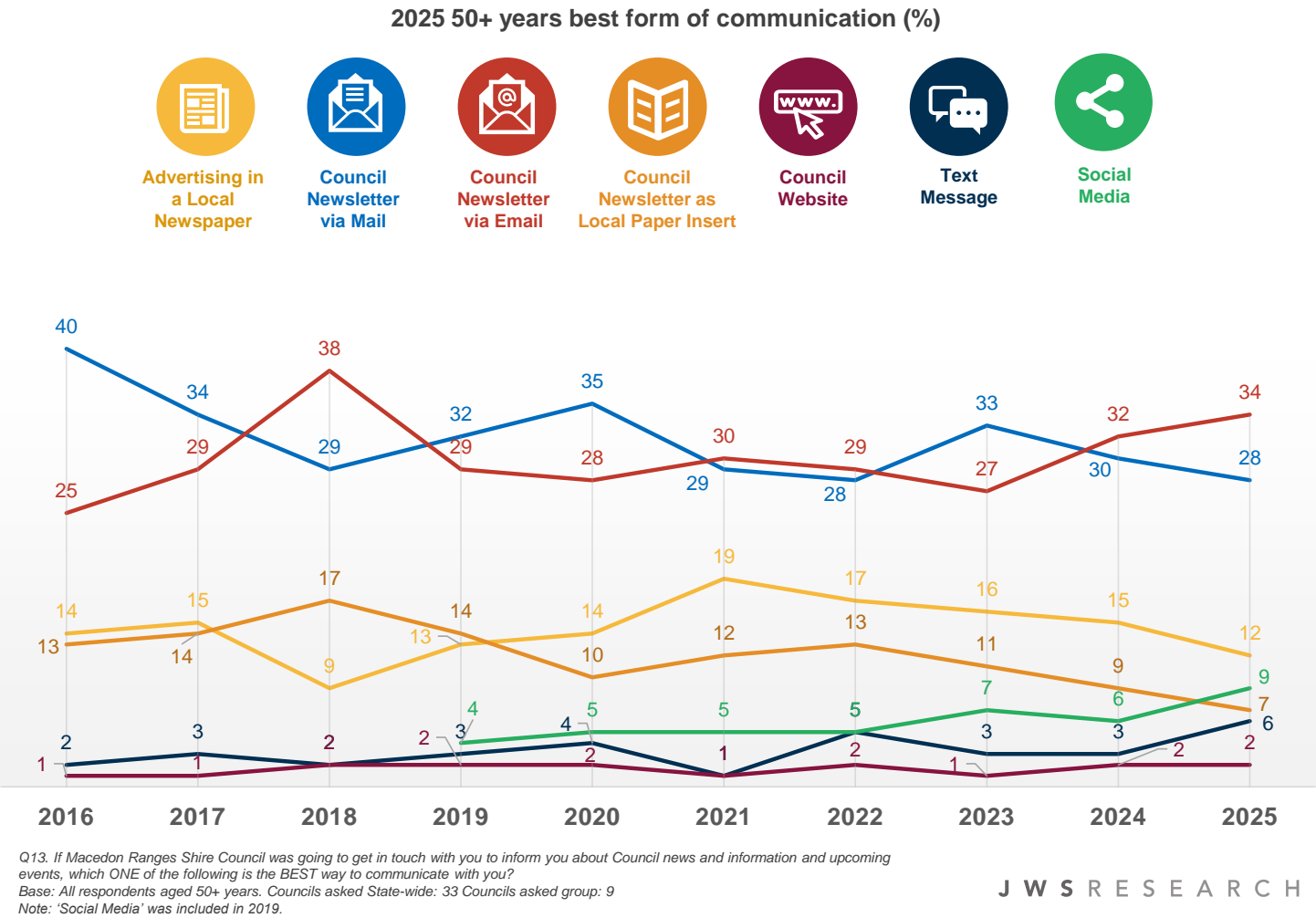
Best form of communication: under 50s



Q13. If Macedon Ranges Shire Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?
Base: All respondents aged under 50. Councils asked State-wide: 33 Councils asked group: 9
Note: 'Social Media' was included in 2019.



Best form of communication: 50+ years



Council direction

J W S R E S E A R C H 48



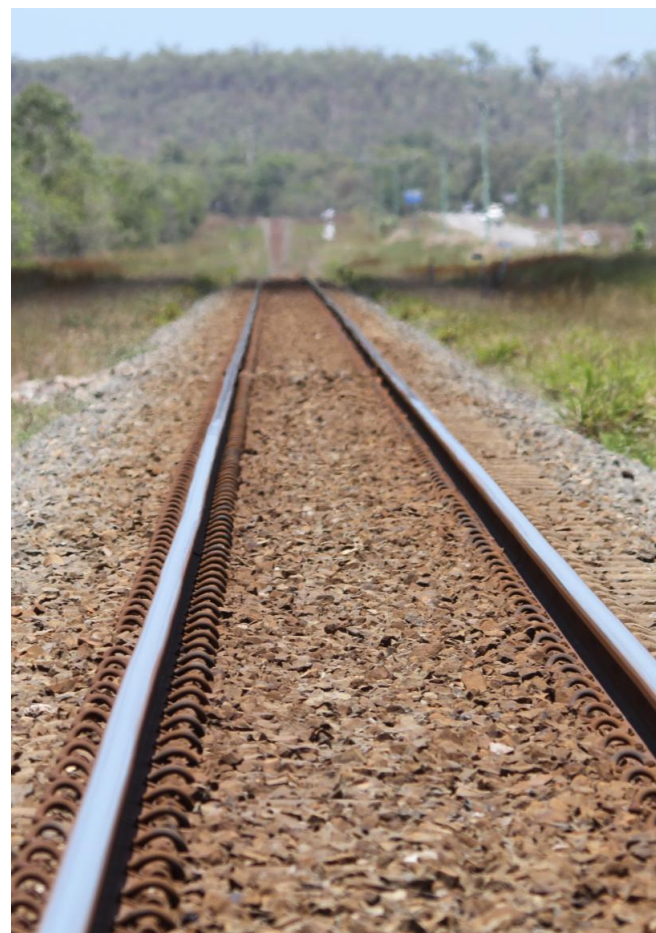
Council direction

Council's overall direction index score of 41 has been relatively steady in recent years, following a significant decline in 2021. However, this represents Council's lowest rating in a decade.

- Council is rated significantly lower than the State-wide and Large Rural group averages (index scores of 46 and 44 respectively).

Over the last 12 months, 69% of residents believe that the direction of Council's overall performance has stayed the same. Just 5% believe this has improved, and over four times as many believe Council direction has deteriorated (22%).

- Residents aged 65 years and over provide Council's highest rating for overall direction (index score of 46).
- Residents aged 50 to 64 years rate this significantly lower than the Council average (index score of 35).



J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Overall council direction last 12 months

2025 overall council direction (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	46▲	45	46	50	53	51	53	52	53	51
65+	46	45	48	44	43	52	49	50	52	44
Large Rural	44▲	42	44	47	51	50	51	52	52	48
18-34	43	48	40	49	52	62	49	53	54	57
East Ward	42	40	41	44	43	51	47	50	50	48
Men	41	45	42	41	45	52	46	51	52	47
35-49	41	42	38	39	38	50	46	51	52	44
Macedon Ranges	41	44	43	42	44	52	48	51	52	48
West Ward	41	46	45	42	45	52	51	52	54	47
Women	41	42	43	42	44	52	50	51	51	49
South Ward	40	45	42	40	45	54	47	50	50	47
50-64	35▼	40	42	35	46	46	50	48	49	47

Q6. Over the last 12 months, what is your view of the direction of Macedon Ranges Shire Council's overall performance?
 Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18
 Note: Please see Appendix A for explanation of significant differences.

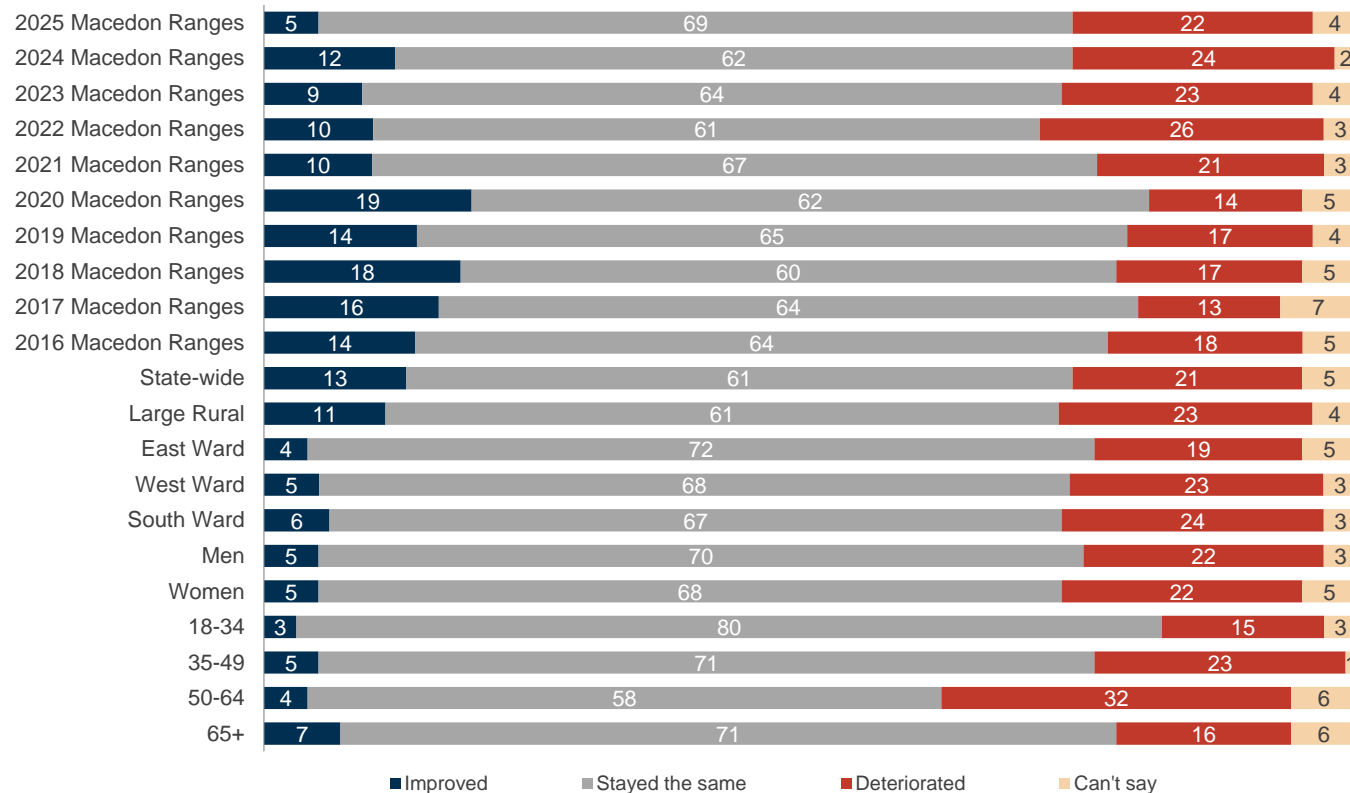
J W S R E S E A R C H 50

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Overall council direction last 12 months

2025 overall council direction (%)



Q6. Over the last 12 months, what is your view of the direction of Macedon Ranges Shire Council's overall performance?
 Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18

J W S R E S E A R C H 51

Individual service areas



J W S R E S E A R C H 52

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Community consultation and engagement importance



2025 consultation and engagement importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	85▲	75	77	73	69	69	69	70	62	75
Women	81	81	81	78	78	78	78	78	76	80
South Ward	81	78	78	77	79	76	76	76	73	73
Macedon Ranges	78	78	78	78	76	75	77	73	76	76
35-49	78	81	81	78	79	75	77	79	75	75
West Ward	77	81	79	77	75	75	76	74	72	80
East Ward	77	77	76	79	82	77	75	80	74	76
50-64	77	79	83	82	84	81	77	81	80	79
Large Rural	76	77	77	77	77	76	75	76	75	76
State-wide	76	76	76	76	75	74	74	74	74	75
65+	75	78	74	78	80	79	78	78	73	77
Men	75	76	74	77	78	74	73	76	69	72

Q1. Firstly, how important should 'Community consultation and engagement' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 22 Councils asked group: 9
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 53

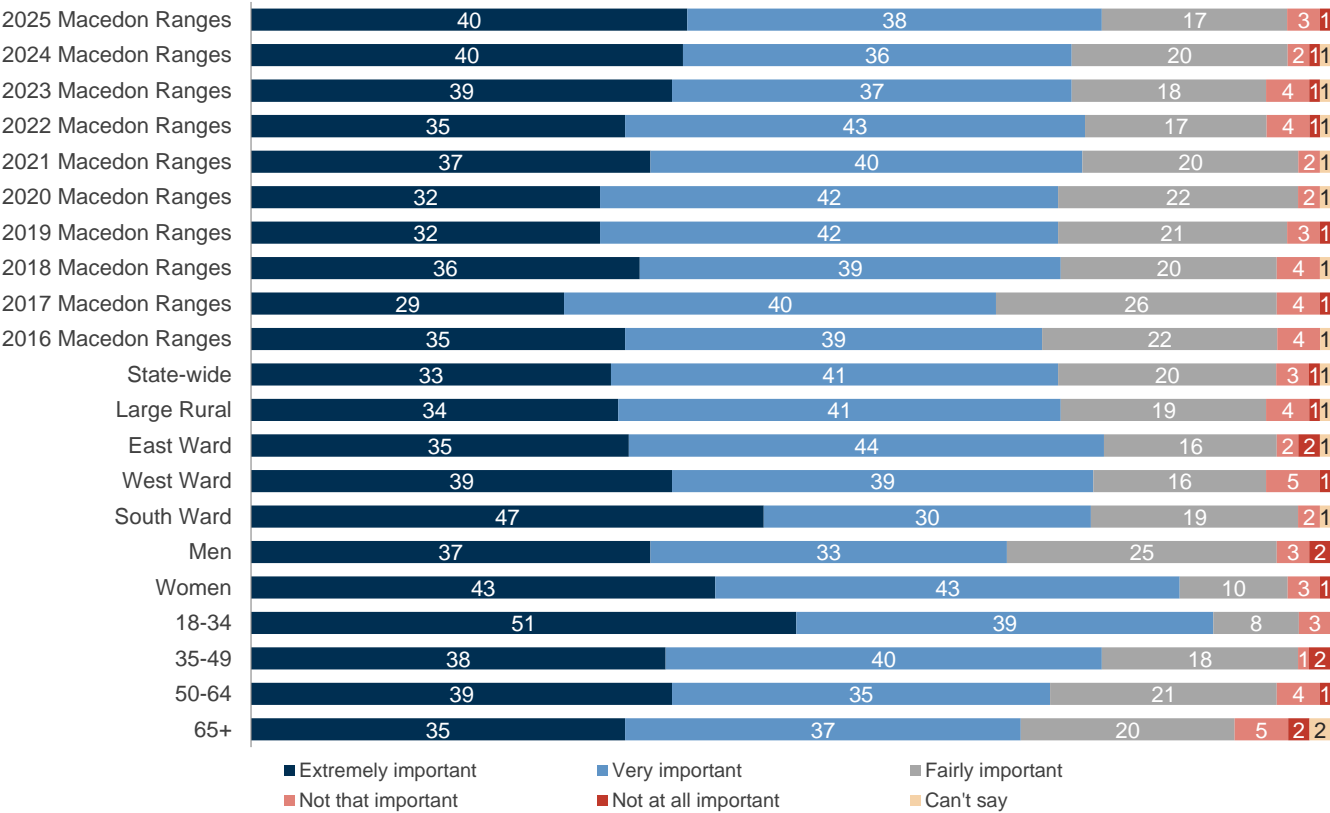
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Community consultation and engagement importance



2025 consultation and engagement importance (%)



Q1. Firstly, how important should 'Community consultation and engagement' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 22 Councils asked group: 9

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Community consultation and engagement performance



2025 consultation and engagement performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	50▲	51	52	54	56	55	56	55	55	54
18-34	49	54	40	59	53	55	56	59	55	57
Large Rural	48	48	49	51	54	54	54	54	52	52
East Ward	47	47	42	47	50	48	49	50	49	53
Women	47	47	47	51	51	52	53	54	53	54
65+	47	51	48	48	49	55	54	53	54	49
Macedon Ranges	46	49	45	48	49	51	52	54	52	51
South Ward	45	48	49	51	45	50	54	59	53	51
35-49	45	45	45	43	46	50	50	55	51	50
Men	44	50	43	44	47	51	52	56	51	48
West Ward	44	51	44	45	50	56	53	56	53	48
50-64	43	45	45	41	46	46	48	52	48	47

Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 55

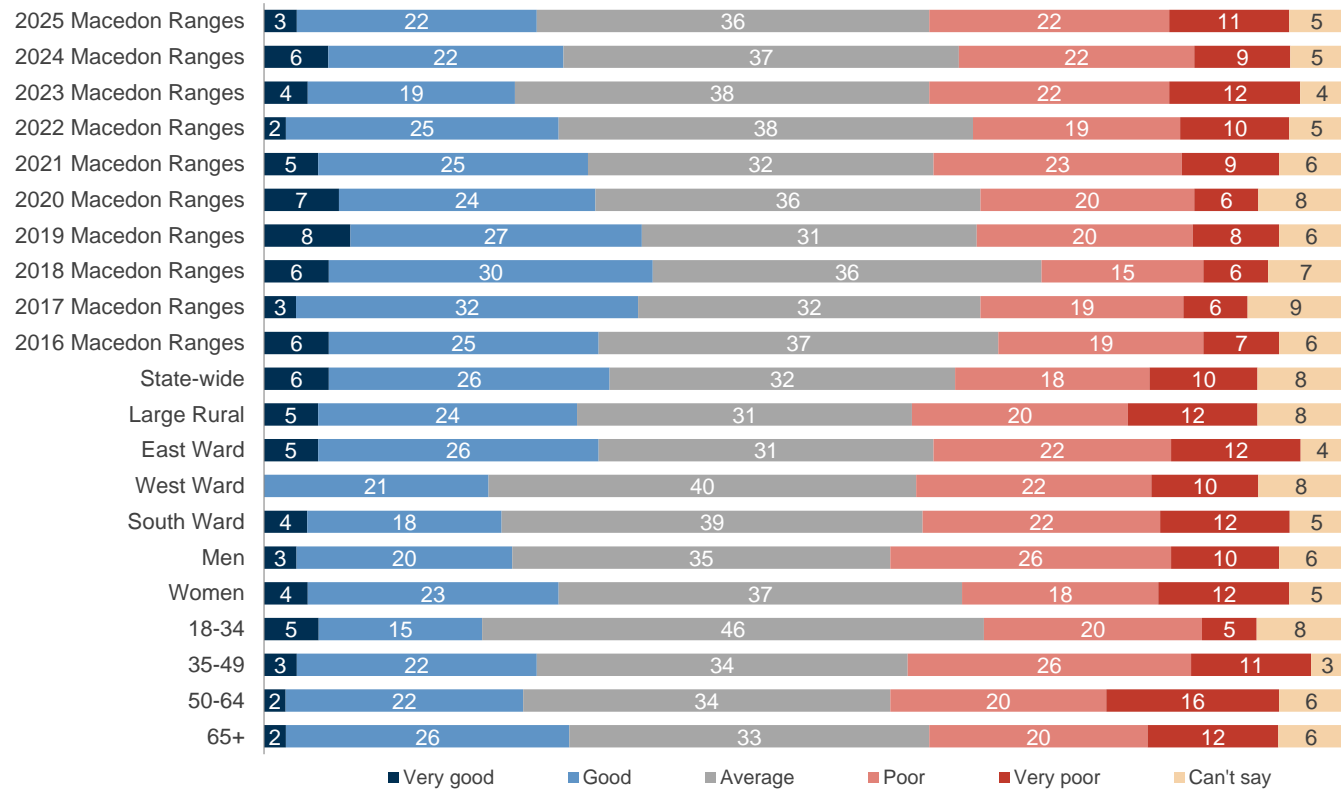
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Community consultation and engagement performance



2025 consultation and engagement performance (%)



Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18

J W S R E S E A R C H 56

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Lobbying on behalf of the community importance



2025 lobbying importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Women	73▲	72	73	73	71	73	69	71	72	72
18-34	71	62	73	74	66	69	59	66	63	69
State-wide	70▲	68	68	71	69	68	67	68	69	69
Large Rural	69	69	69	71	71	69	67	68	69	70
South Ward	68	70	71	68	69	66	65	68	68	64
West Ward	67	62	68	70	66	68	64	65	67	70
Macedon Ranges	67	67	69	70	69	69	64	68	68	67
35-49	67	69	71	73	71	68	65	69	70	64
65+	66	69	65	65	69	68	64	69	68	66
East Ward	66	67	69	71	73	72	64	70	69	65
50-64	65	66	73	68	69	69	69	67	71	69
Men	61▼	61	65	66	67	64	59	64	64	61

Q1. Firstly, how important should 'Lobbying on behalf of the community' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 19 Councils asked group: 8
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 57

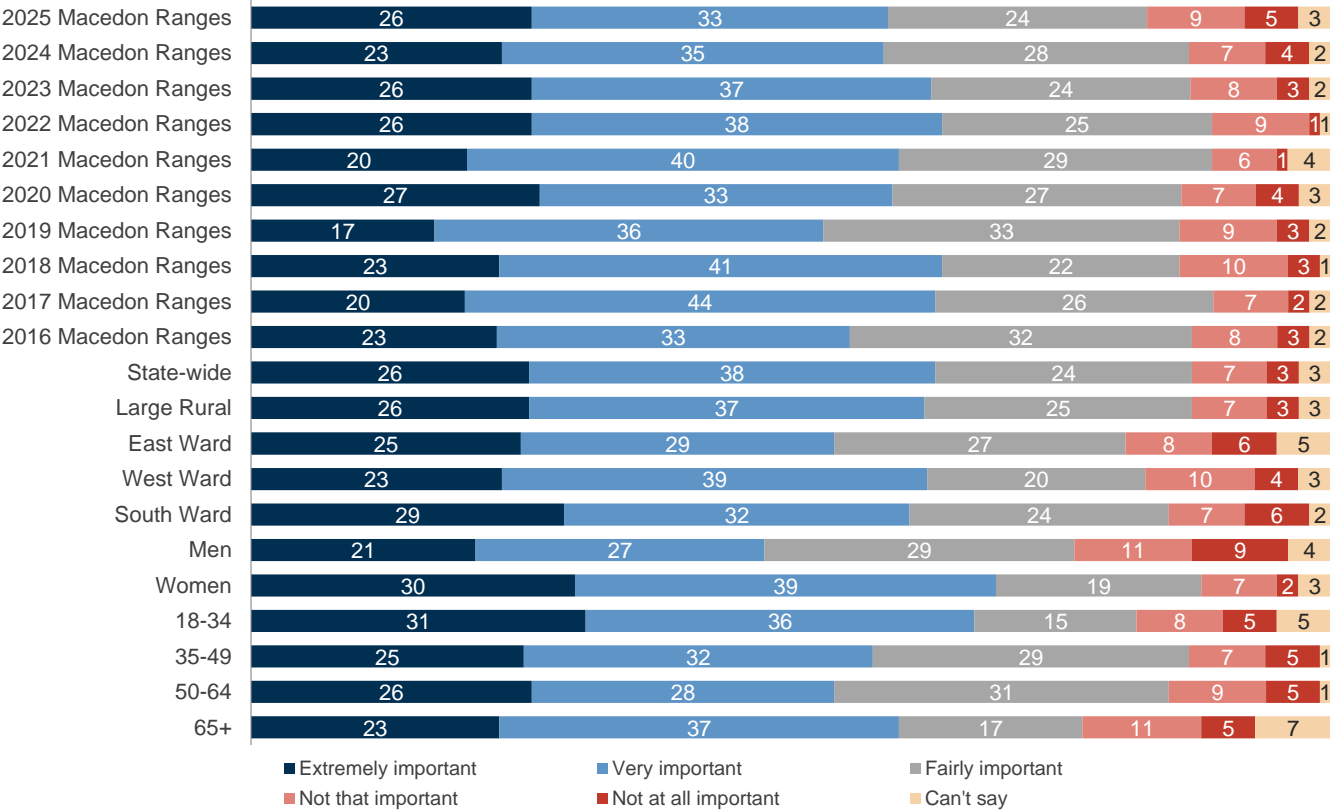
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Lobbying on behalf of the community importance



2025 lobbying importance (%)



Q1. Firstly, how important should 'Lobbying on behalf of the community' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 19 Councils asked group: 8

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Lobbying on behalf of the community performance



2025 lobbying performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
65+	51▲	48	47	46	49	53	50	53	53	46
State-wide	49▲	50	51	53	55	53	54	54	54	53
West Ward	48	49	47	46	50	52	52	52	52	44
18-34	47	55	40	53	51	59	60	50	54	57
Large Rural	47	47	49	51	54	53	52	52	51	50
Women	47	45	47	49	49	54	53	49	52	52
Macedon Ranges	45	46	46	45	48	52	53	50	52	49
35-49	44	43	51	44	45	47	51	50	53	48
East Ward	44	43	44	46	50	51	51	45	53	56
Men	43	48	46	42	47	50	53	51	52	46
South Ward	43	48	48	44	44	53	55	54	52	46
50-64	40	42	46	39	48	50	49	47	49	45

Q2. How has Council performed on 'Lobbying on behalf of the community' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 41 Councils asked group: 14
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 59

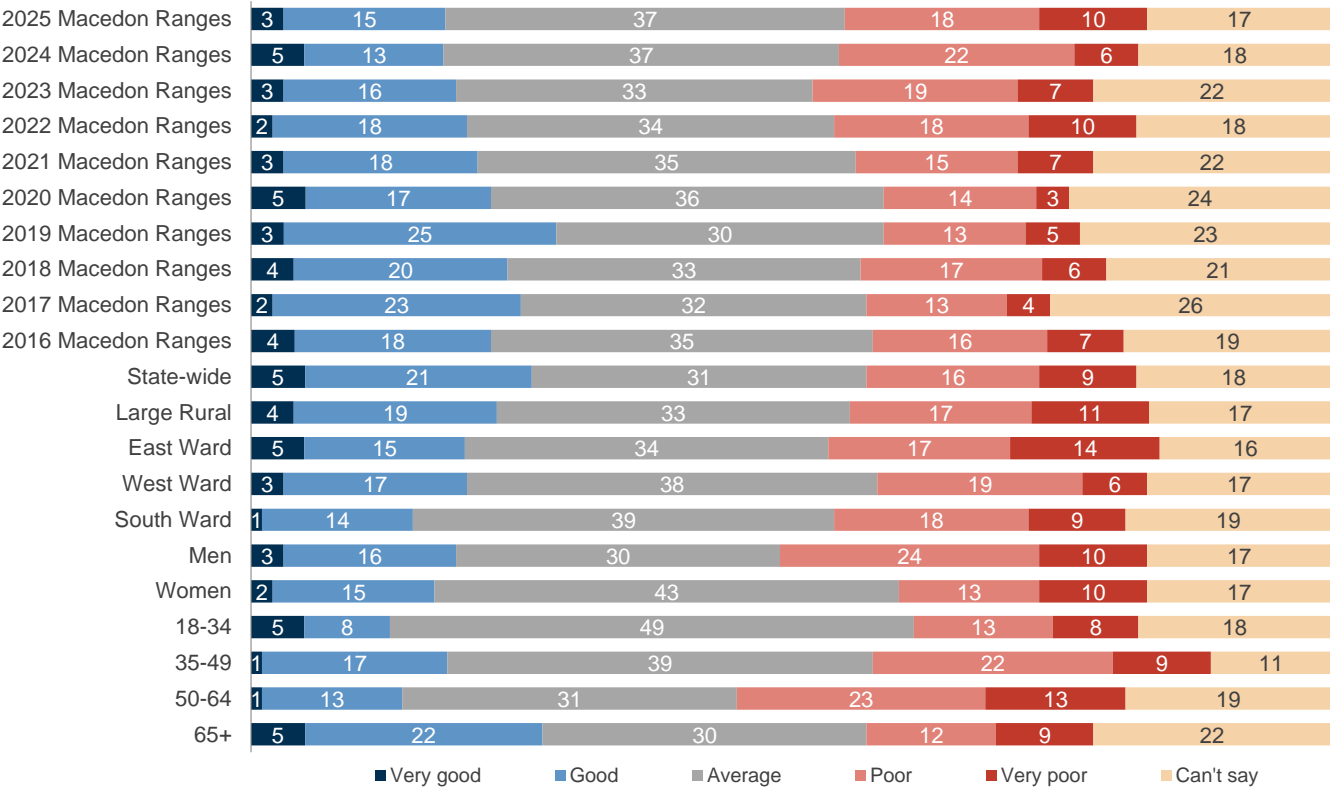
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Lobbying on behalf of the community performance



2025 lobbying performance (%)



Q2. How has Council performed on 'Lobbying on behalf of the community' over the last 12 months?
Base: All respondents. Councils asked State-wide: 41 Councils asked group: 14

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

Decisions made in the interest of the community importance



2025 community decisions made importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	84	78	82	81	76	n/a	n/a	n/a	n/a	n/a
South Ward	82	80	81	80	82	n/a	n/a	n/a	n/a	n/a
35-49	82	82	83	83	84	n/a	n/a	n/a	n/a	n/a
Women	82	82	82	81	82	n/a	n/a	n/a	n/a	n/a
50-64	81	79	82	79	84	n/a	n/a	n/a	n/a	n/a
Macedon Ranges	81	80	80	80	81	n/a	n/a	n/a	n/a	n/a
East Ward	81	81	78	80	85	n/a	n/a	n/a	n/a	n/a
Large Rural	80	80	80	81	82	79	80	80	80	80
Men	80	78	77	80	81	n/a	n/a	n/a	n/a	n/a
State-wide	80	80	80	81	81	80	80	80	79	80
West Ward	79	78	80	81	79	n/a	n/a	n/a	n/a	n/a
65+	76	79	75	78	81	n/a	n/a	n/a	n/a	n/a

Q1. Firstly, how important should 'Decisions made in the interest of the community' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 17 Councils asked group: 8
 Note: Please see Appendix A for explanation of significant differences.

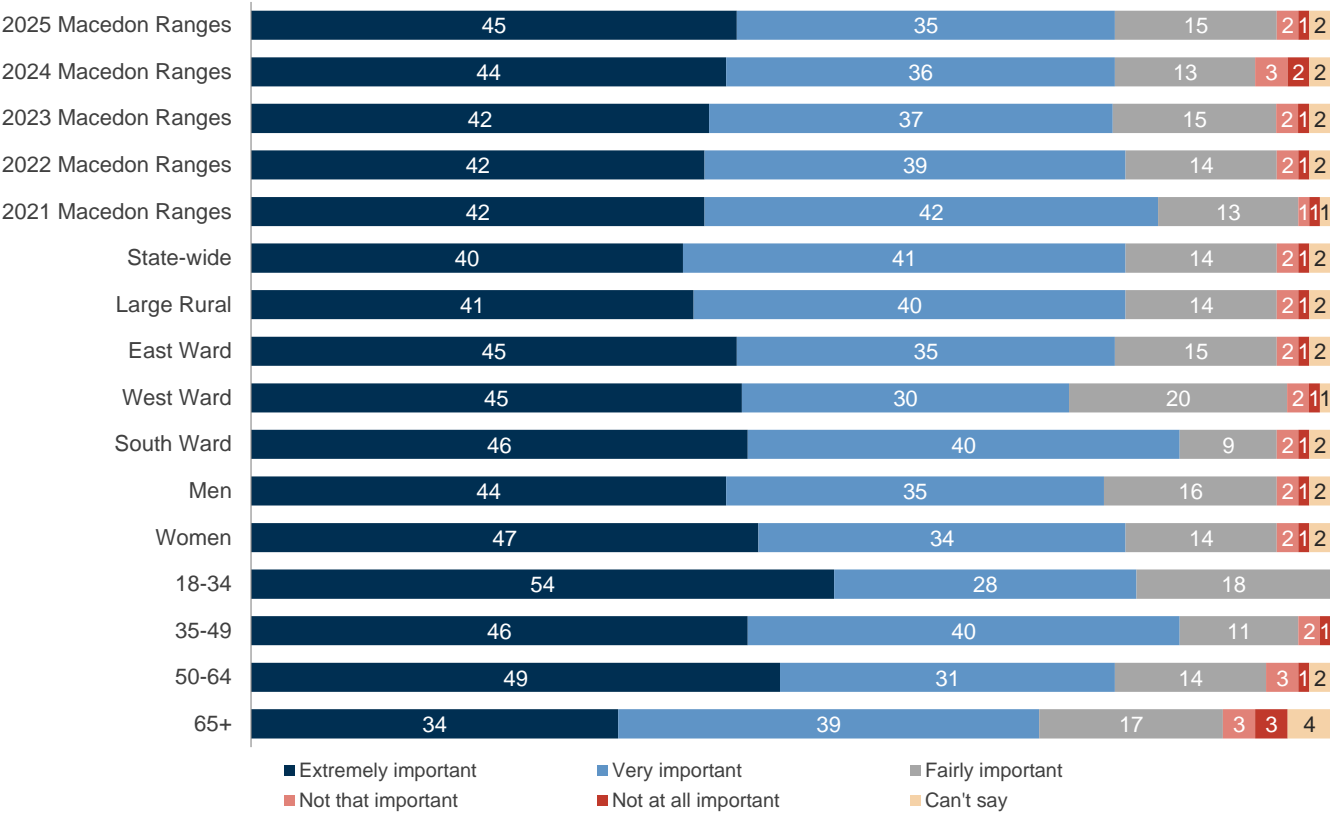
J W S R E S E A R C H 61

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

Decisions made in the interest of the community importance



2025 community decisions made importance (%)



Q1. Firstly, how important should 'Decisions made in the interest of the community' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 17 Councils asked group: 8

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

Decisions made in the interest of the community performance



2025 community decisions made performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
65+	51▲	46	48	47	46	53	51	50	53	46
State-wide	49▲	50	51	54	56	53	55	54	54	54
18-34	48	48	39	57	52	63	54	54	55	54
West Ward	47	48	46	47	51	53	51	52	58	44
Large Rural	46	46	48	51	54	52	52	52	51	50
Men	45	46	45	44	47	51	51	51	54	46
Macedon Ranges	45	44	45	48	47	52	51	51	52	49
Women	45	42	46	51	47	54	50	51	51	52
35-49	45	41	45	45	43	50	51	51	54	51
East Ward	44	44	43	49	48	51	48	48	49	54
South Ward	44	41	47	47	42	53	52	53	51	48
50-64	39▼	42	48	42	53	45	46	50	46	45

Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18
 Note: Please see Appendix A for explanation of significant differences.

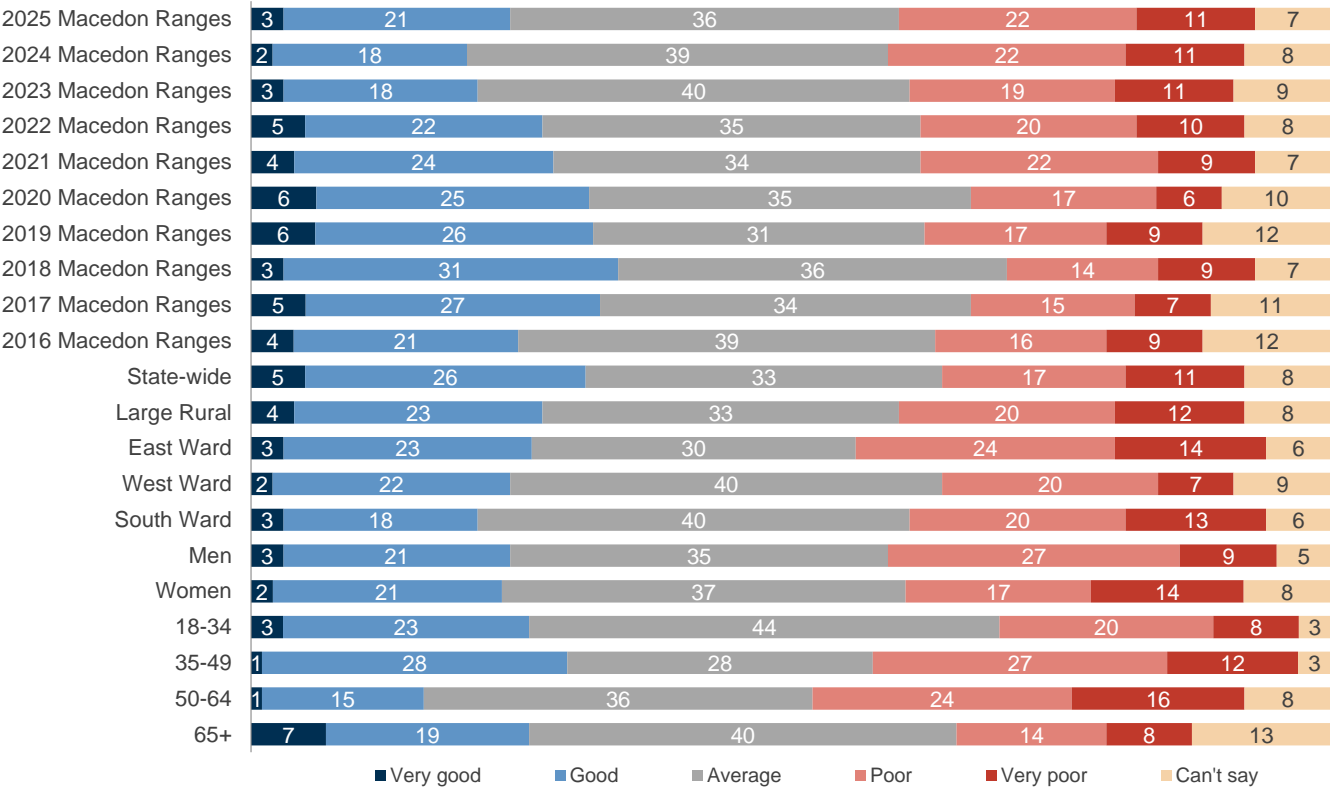
J W S R E S E A R C H 63

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

Decisions made in the interest of the community performance



2025 community decisions made performance (%)



Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

The condition of sealed local roads in your area performance



2025 sealed local roads performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	45▲	45	48	53	57	54	56	53	53	54
Large Rural	39▲	38	40	45	50	47	47	45	43	44
65+	39▲	39	42	46	50	55	51	49	53	56
18-34	37	31	28	40	49	54	49	48	51	52
Men	33	31	33	45	48	54	49	48	47	51
East Ward	33	27	29	35	51	49	39	44	43	51
West Ward	32	36	37	48	49	58	51	47	49	48
Macedon Ranges	32	31	35	43	49	54	49	48	48	51
Women	30	30	36	42	50	53	49	49	49	52
South Ward	29	30	38	46	49	54	56	54	52	55
35-49	28	22	34	45	49	55	48	47	46	47
50-64	26▼	30	29	39	49	50	48	50	43	50

Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18
 Note: Please see Appendix A for explanation of significant differences.

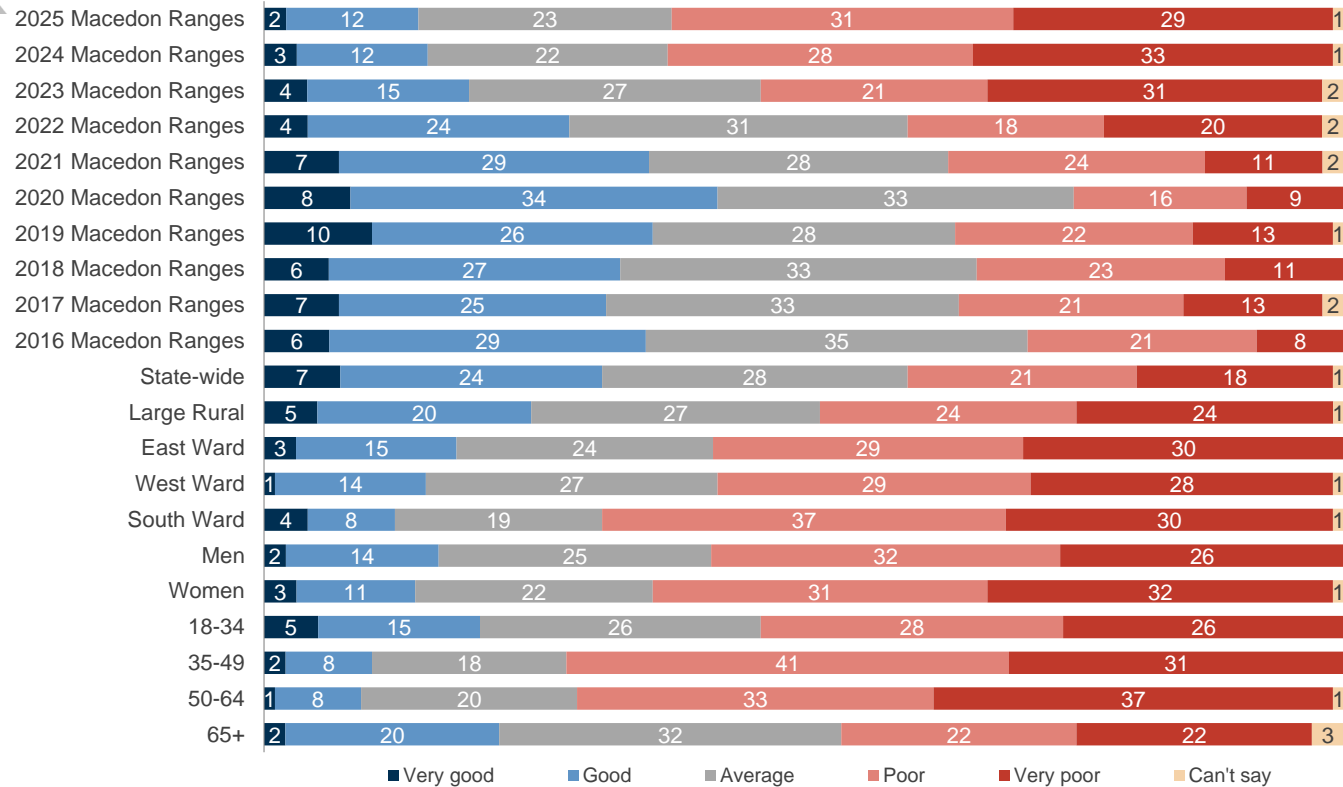
J W S R E S E A R C H 65

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

The condition of sealed local roads in your area performance



2025 sealed local roads performance (%)



Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18

J W S R E S E A R C H 66

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Informing the community importance



2025 informing community importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	79	73	77	74	74	67	75	69	70	79
Women	78	81	78	81	80	77	81	77	77	79
South Ward	78	75	77	78	80	74	78	73	73	75
Large Rural	77	77	77	78	78	77	75	75	74	77
Macedon Ranges	76	76	77	77	78	75	76	76	74	74
50-64	76	77	80	78	78	78	75	78	80	74
State-wide	76	76	76	77	77	75	75	75	74	76
East Ward	75	76	75	78	81	77	70	78	74	70
West Ward	75	78	78	76	74	75	79	75	74	79
35-49	75	76	77	81	78	74	75	77	72	72
65+	75	79	75	77	80	79	77	78	75	74
Men	73	71	75	74	75	73	70	74	70	69

Q1. Firstly, how important should 'Informing the community' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 16 Councils asked group: 5
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 67

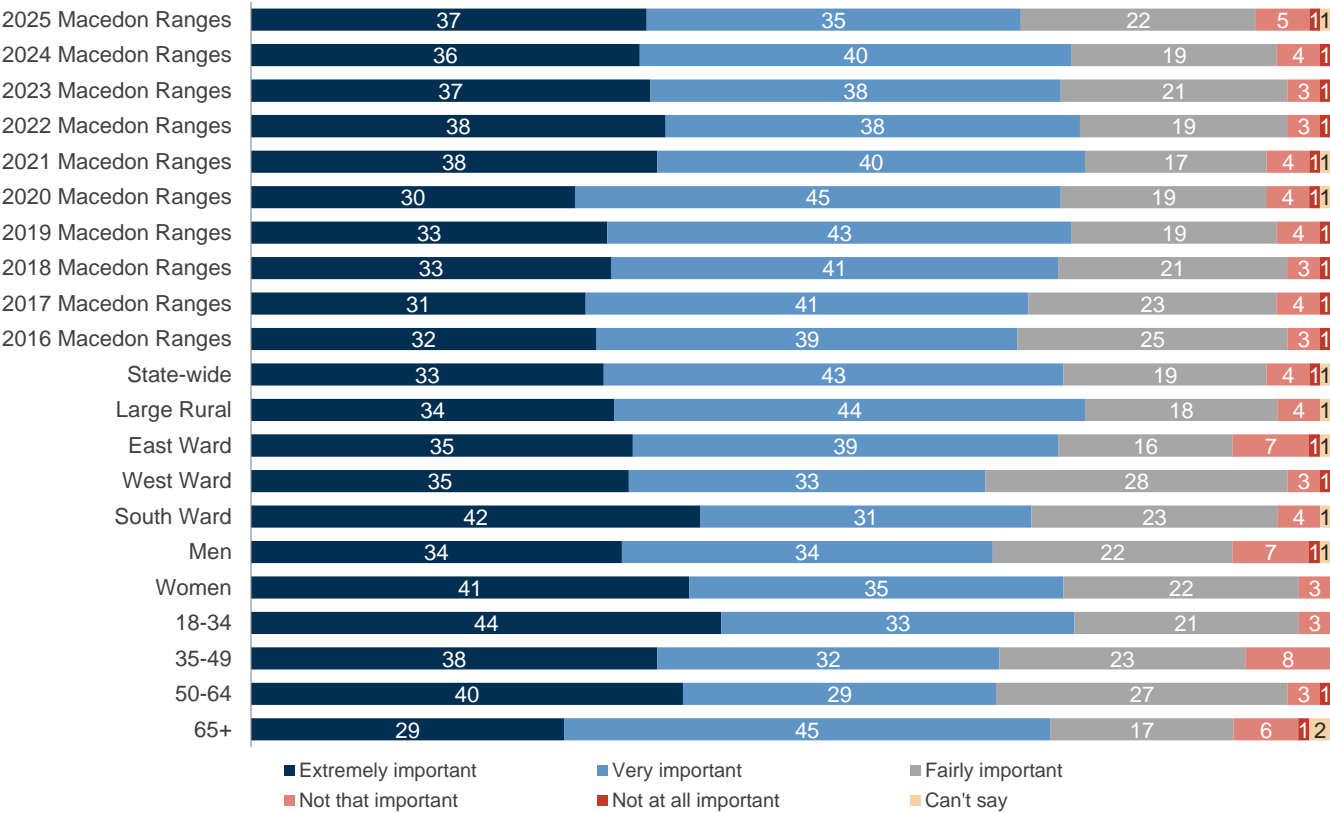
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Informing the community importance



2025 informing community importance (%)



Q1. Firstly, how important should 'Informing the community' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 16 Councils asked group: 5

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Informing the community performance



2025 informing community performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	58▲	55	45	58	53	54	63	56	57	62
State-wide	56▲	56	57	59	60	59	60	59	59	59
35-49	55	54	49	56	49	58	52	57	56	55
Large Rural	54	53	54	56	59	59	61	59	60	56
East Ward	54	49	46	54	55	51	53	54	52	59
Women	54	49	52	56	52	57	57	55	56	58
South Ward	53	52	54	54	46	55	57	56	57	56
Macedon Ranges	52	52	49	53	53	56	56	55	56	56
65+	52	51	52	52	55	58	60	57	58	55
Men	51	54	47	51	53	56	55	56	55	53
West Ward	50	53	49	51	56	62	58	57	57	50
50-64	46▼	48	50	47	53	53	51	52	52	50

Q2. How has Council performed on 'Informing the community' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 29 Councils asked group: 7
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 69

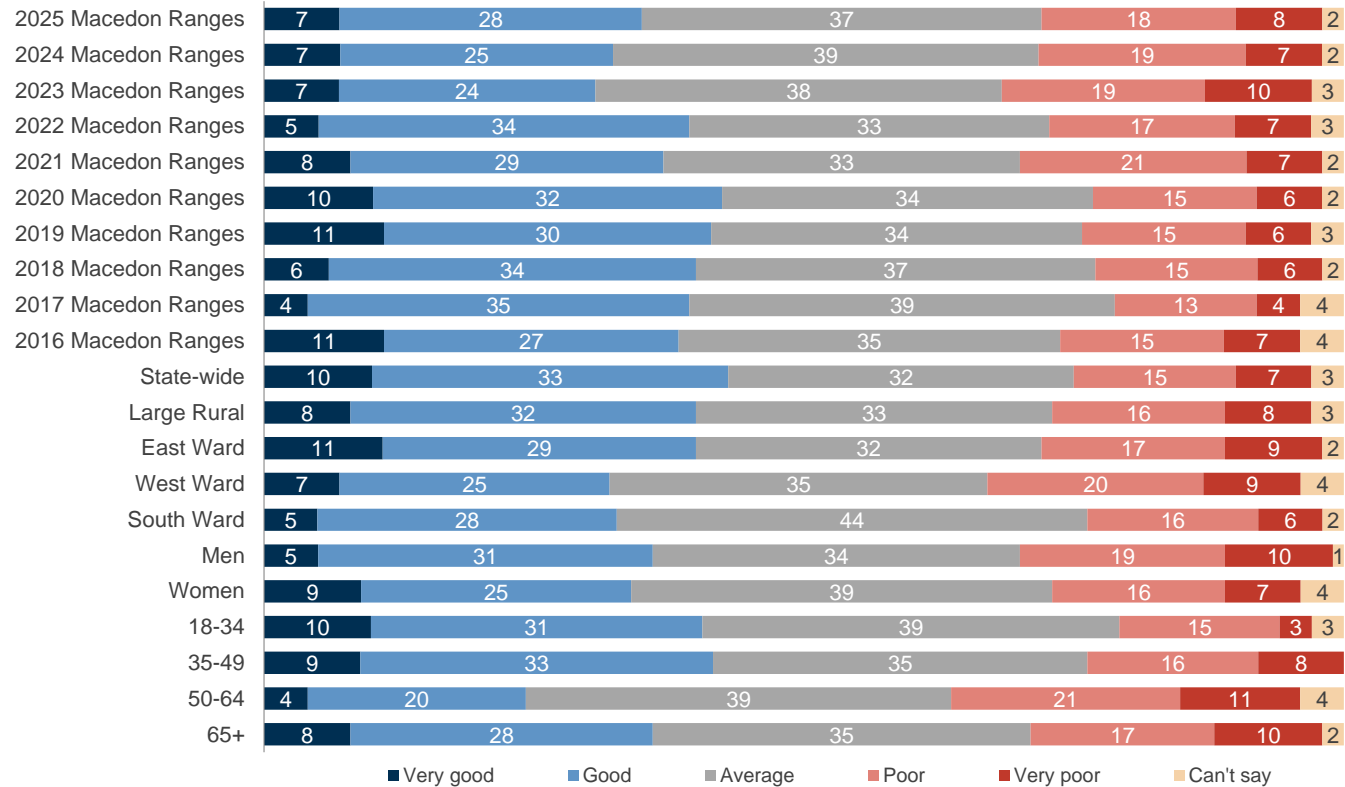
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Informing the community performance



2025 informing community performance (%)



Q2. How has Council performed on 'Informing the community' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 29 Councils asked group: 7

J W S R E S E A R C H 70

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

The condition of local streets and footpaths in your area importance



2025 streets and footpaths importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
50-64	84	80	85	85	79	76	80	81	79	77
Women	83	84	83	86	79	74	79	77	77	77
35-49	83	84	84	83	76	77	79	78	75	72
South Ward	83	82	86	81	78	75	77	76	75	75
Macedon Ranges	81	82	83	82	77	76	78	78	76	74
East Ward	81	82	82	84	78	77	80	79	76	72
West Ward	79	82	81	81	76	75	77	77	77	75
65+	79	81	81	79	83	81	81	80	80	72
State-wide	79	80	81	81	79	78	77	78	77	77
Men	79	80	83	78	75	77	77	79	75	70
Large Rural	79	80	80	80	79	78	77	77	75	77
18-34	76	83	84	82	69	68	71	72	70	74

Q1. Firstly, how important should 'The condition of local streets and footpaths in your area' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 17 Councils asked group: 6

Note: Please see Appendix A for explanation of significant differences.

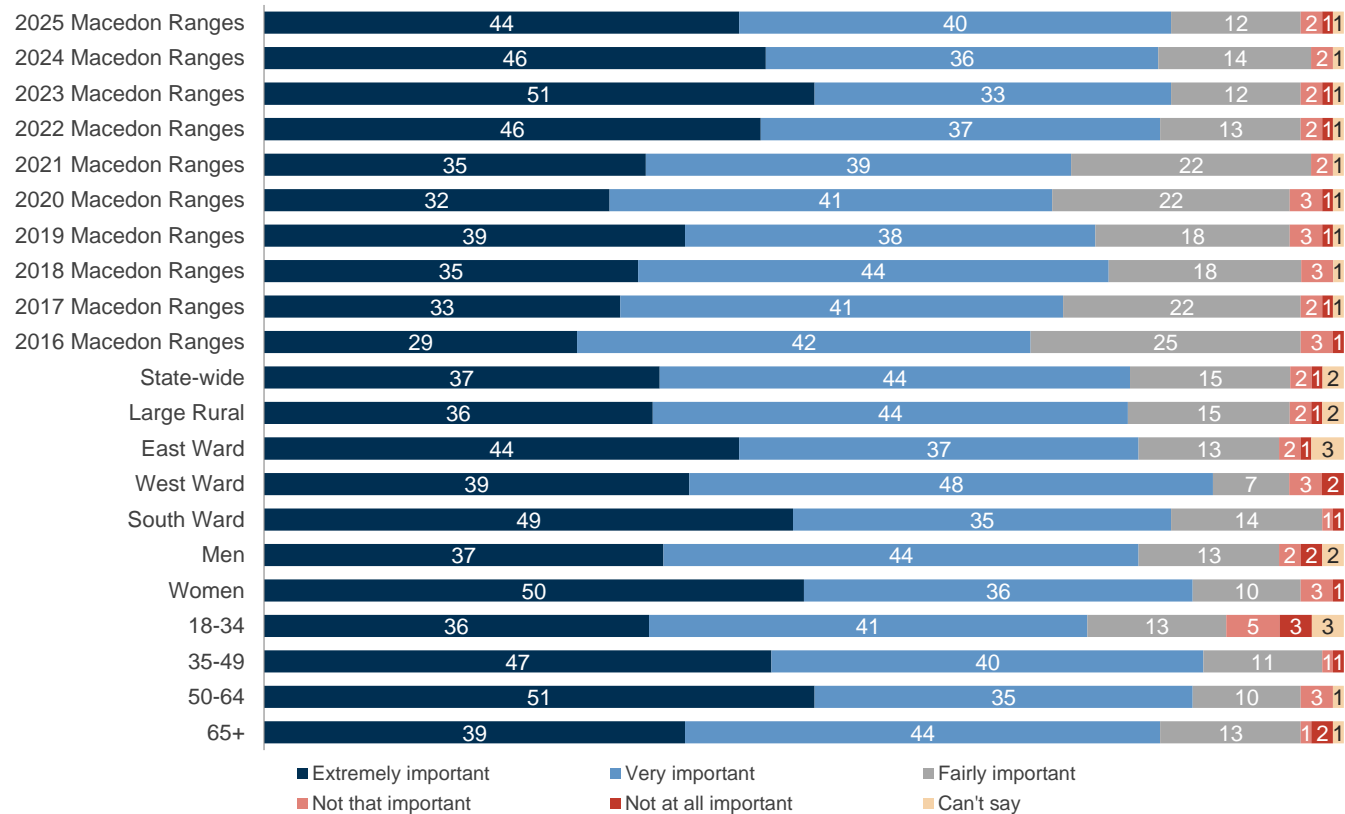
J W S R E S E A R C H 71

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

The condition of local streets and footpaths in your area importance



2025 streets and footpaths importance (%)



Q1. Firstly, how important should 'The condition of local streets and footpaths in your area' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 17 Councils asked group: 6

J W S R E S E A R C H 72

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

The condition of local streets and footpaths in your area performance



2025 streets and footpaths performance (index scores)

	2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	52▲	52	57	59	58	59	58	57	57
Large Rural	48▲	47	51	55	54	55	54	53	53
East Ward	48▲	40	41	55	58	49	49	49	57
18-34	47	41	52	55	62	54	54	55	56
65+	46	45	44	48	52	48	49	53	55
Women	44	43	45	50	57	52	49	54	52
Macedon Ranges	42	42	47	52	56	52	52	52	54
Men	41	41	48	55	54	52	55	50	56
West Ward	40	41	51	52	53	51	50	49	49
50-64	39	39	43	54	53	52	53	48	52
South Ward	38	46	48	50	57	54	58	57	55
35-49	38	41	48	54	57	54	52	52	52

Q2. How has Council performed on 'The condition of local streets and footpaths in your area' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 27 Councils asked group: 8
 Note: Please see Appendix A for explanation of significant differences.

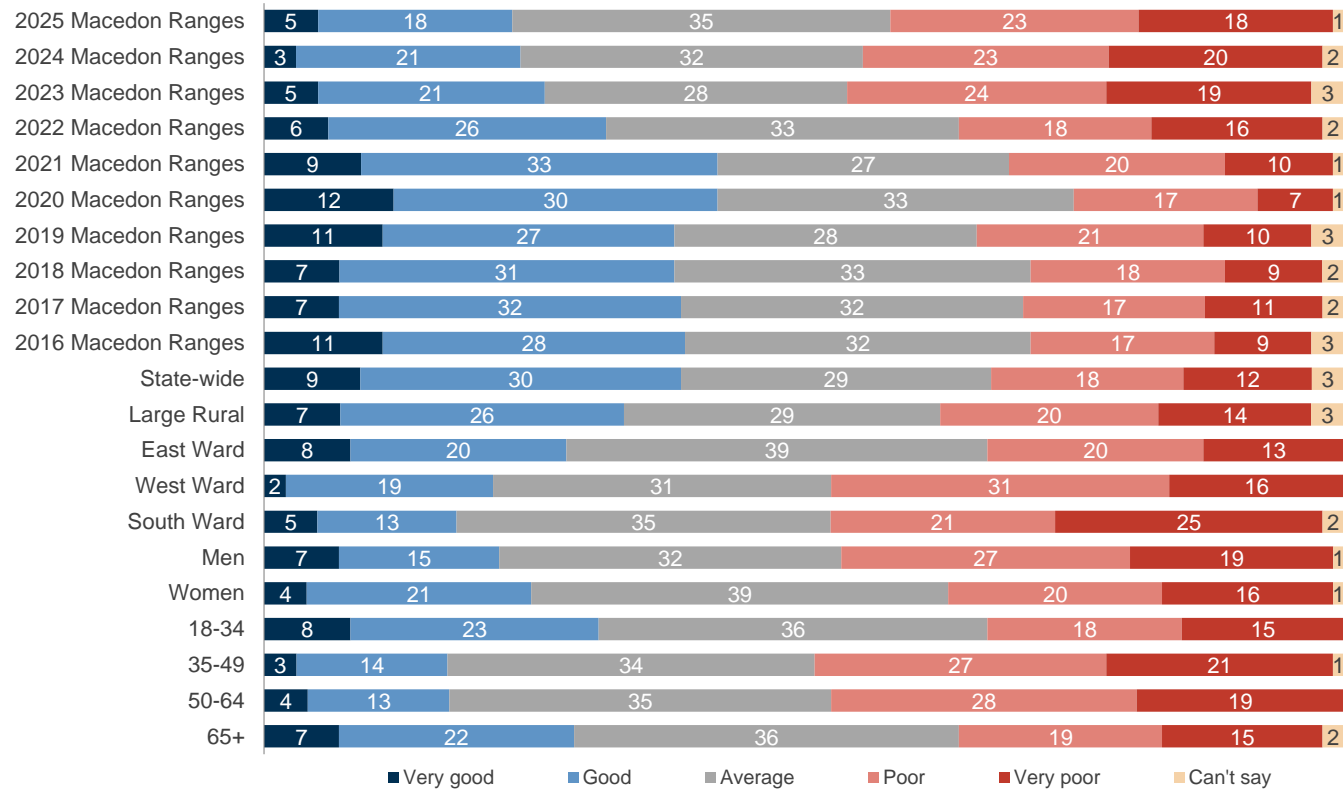
J W S R E S E A R C H 73

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

The condition of local streets and footpaths in your area performance



2025 streets and footpaths performance (%)



Q2. How has Council performed on 'The condition of local streets and footpaths in your area' over the last 12 months?
Base: All respondents. Councils asked State-wide: 27 Councils asked group: 8

J W S R E S E A R C H 74

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Parking facilities importance



2025 parking importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	70▲	71	70	72	72	71	71	71	70	70
65+	69	70	67	67	71	73	66	66	67	67
South Ward	67	68	71	70	73	67	66	66	66	65
Women	66	67	67	67	68	66	66	68	66	68
Large Rural	65	66	66	68	67	66	66	66	66	68
West Ward	65	66	65	67	64	62	64	66	65	64
Macedon Ranges	64	65	66	68	67	64	64	66	63	62
35-49	64	66	63	68	67	62	63	65	58	59
50-64	63	64	72	63	67	63	66	67	63	62
Men	63	64	64	68	65	62	62	64	60	56
East Ward	62	63	60	67	65	63	61	66	57	58
18-34	62	59	62	72	60	56	59	67	64	61

Q1. Firstly, how important should 'Parking facilities' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 7 Councils asked group: 2
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 75

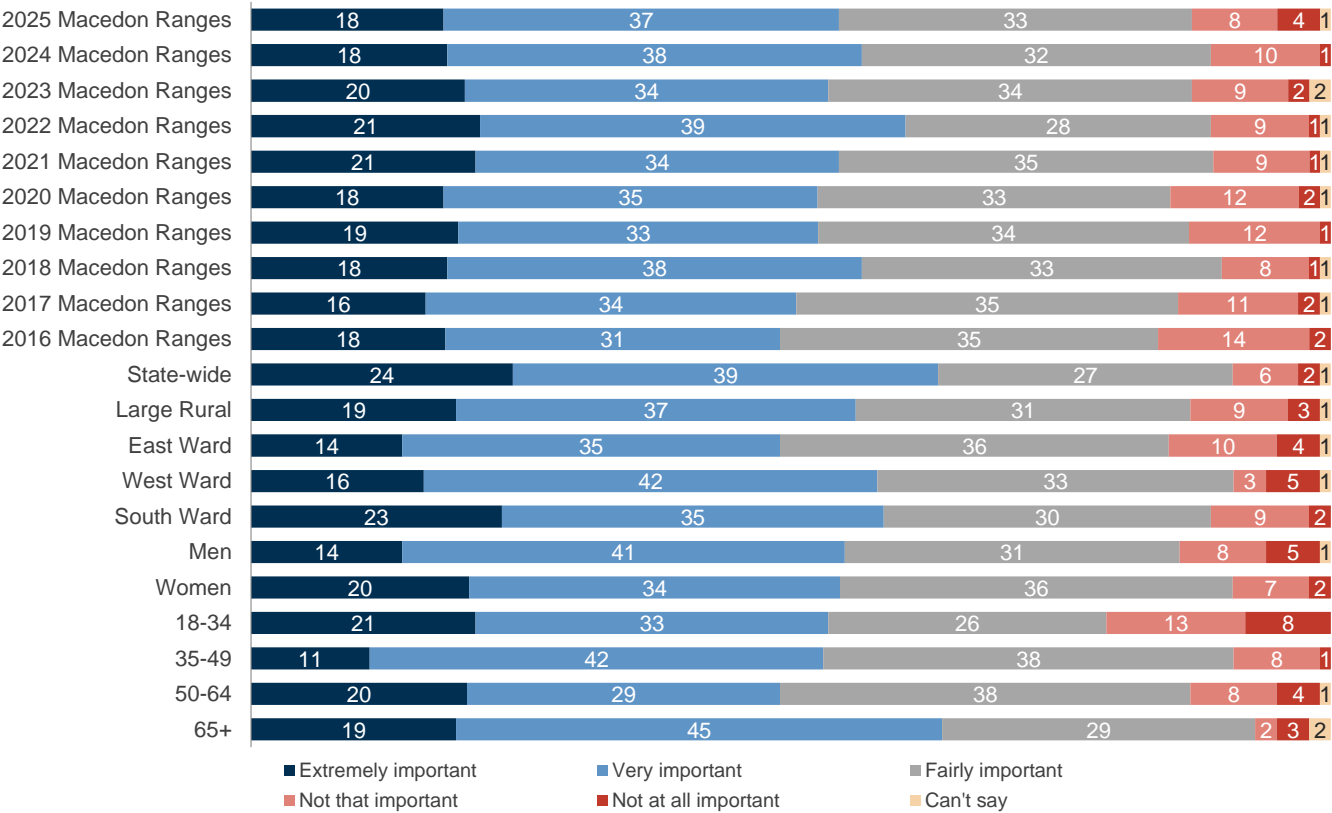
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Parking facilities importance



2025 parking importance (%)



Q1. Firstly, how important should 'Parking facilities' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 7 Councils asked group: 2

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Parking facilities performance



2025 parking performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
East Ward	57	55	53	60	57	57	60	57	61	65
35-49	54	53	60	54	57	60	55	55	63	61
State-wide	54	54	55	57	58	55	56	56	55	56
Women	54	52	54	59	55	58	56	58	57	59
Macedon Ranges	53	53	53	56	56	59	58	57	58	60
18-34	53	60	49	62	61	64	65	58	58	63
West Ward	52	58	58	56	60	63	59	59	56	57
65+	52	51	52	54	51	55	54	57	56	58
50-64	52	52	50	55	57	58	60	60	55	56
Men	52	55	52	53	57	60	60	57	60	60
Large Rural	50▼	50	51	53	56	57	58	59	60	58
South Ward	49	48	49	52	49	56	55	56	58	56

Q2. How has Council performed on 'Parking facilities' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 14 Councils asked group: 3
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 77

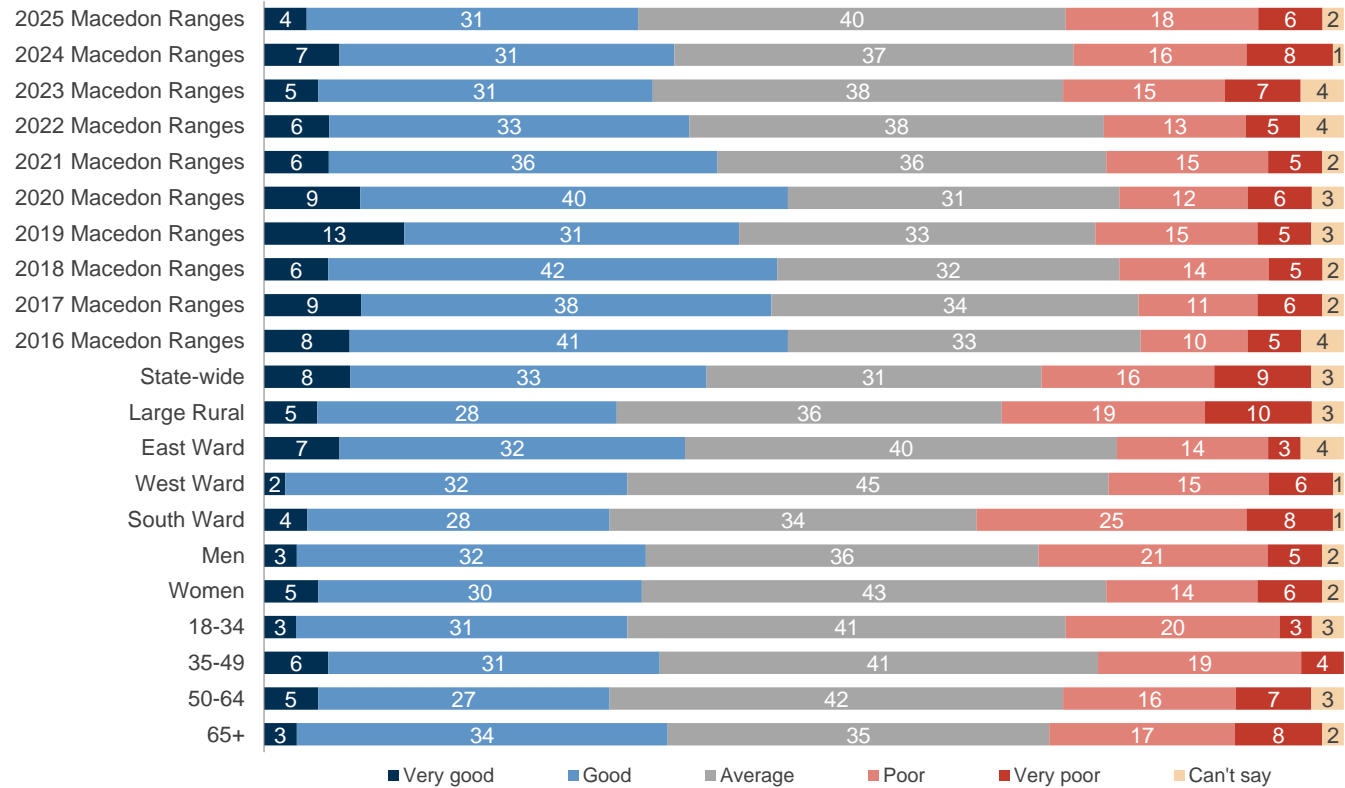
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Parking facilities performance



2025 parking performance (%)



Q2. How has Council performed on 'Parking facilities' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 14 Councils asked group: 3

J W S R E S E A R C H 78

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Enforcement of local laws importance



2025 law enforcement importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
65+	69▲	68	66	68	71	73	71	69	70	69
Women	68	66	69	65	68	69	73	70	70	73
State-wide	67▲	67	68	68	70	70	71	71	71	70
South Ward	67	62	68	64	65	67	71	71	67	69
Large Rural	66	66	66	67	67	68	68	68	68	69
18-34	65	57	67	61	61	60	64	64	64	69
Macedon Ranges	64	62	66	64	66	67	68	67	67	67
East Ward	63	63	66	64	67	67	67	65	67	63
West Ward	62	62	64	63	65	66	67	65	66	68
35-49	61	59	64	63	64	66	68	66	66	65
50-64	60	63	68	62	65	65	70	69	67	66
Men	59▼	58	62	63	63	64	63	64	64	60

Q1. Firstly, how important should 'Enforcement of local laws' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 15 Councils asked group: 4
 Note: Please see Appendix A for explanation of significant differences.

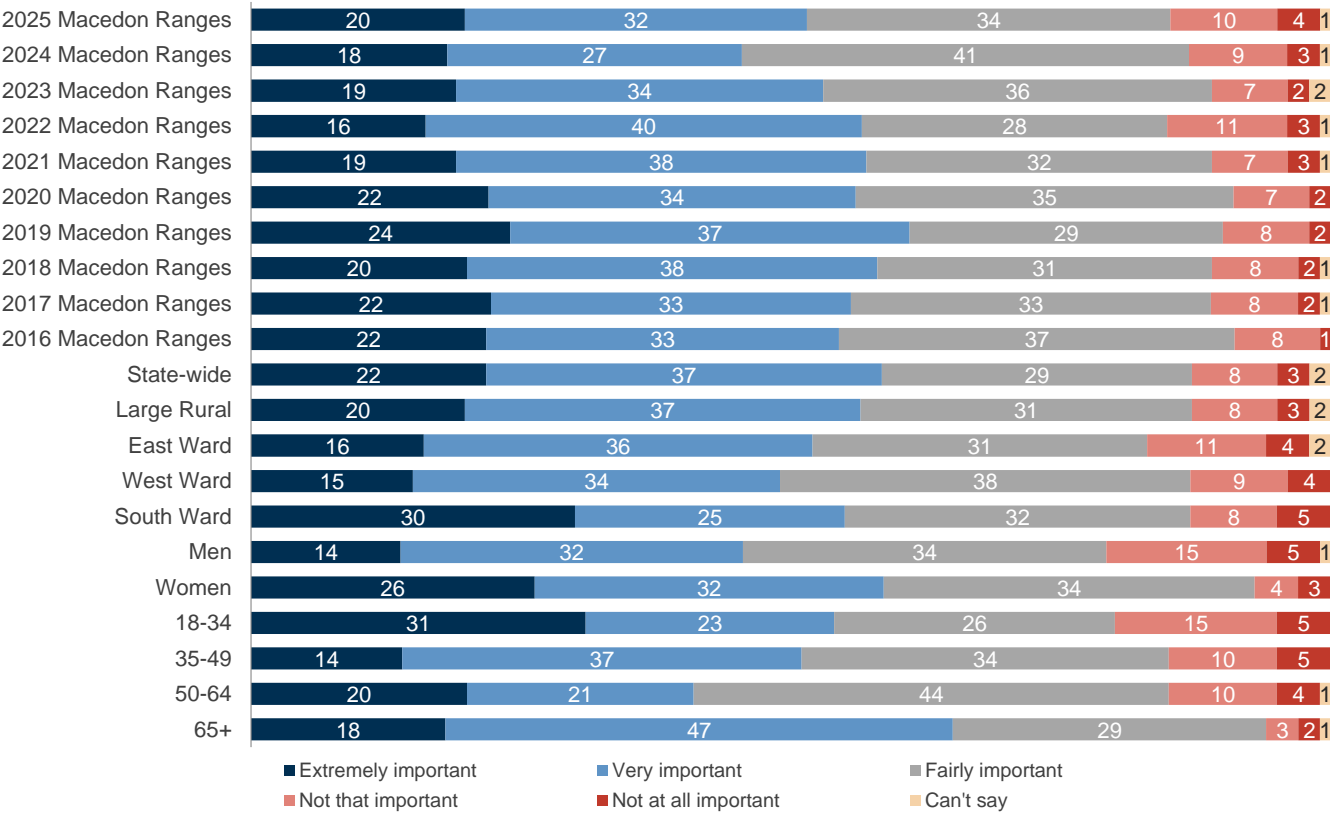
J W S R E S E A R C H 79



Enforcement of local laws importance



2025 law enforcement importance (%)



Q1. Firstly, how important should 'Enforcement of local laws' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 15 Councils asked group: 4

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Enforcement of local laws performance



2025 law enforcement performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
35-49	62	63	62	65	60	60	63	62	60	63
Women	62	60	62	63	62	63	64	64	63	60
South Ward	62	58	61	65	60	60	65	68	64	60
18-34	60	62	60	72	68	68	70	66	64	65
Macedon Ranges	59	59	59	63	61	62	64	63	61	61
State-wide	59	61	61	63	64	63	64	64	64	63
Large Rural	59	60	61	64	64	64	64	64	63	63
East Ward	59	59	57	64	62	62	63	61	59	64
West Ward	58	60	60	61	62	63	64	60	60	60
50-64	58	55	63	57	58	60	61	64	58	59
65+	57	56	54	57	59	61	61	59	61	58
Men	57	58	56	63	61	60	63	61	58	62

Q2. How has Council performed on 'Enforcement of local laws' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 26 Councils asked group: 8
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 81

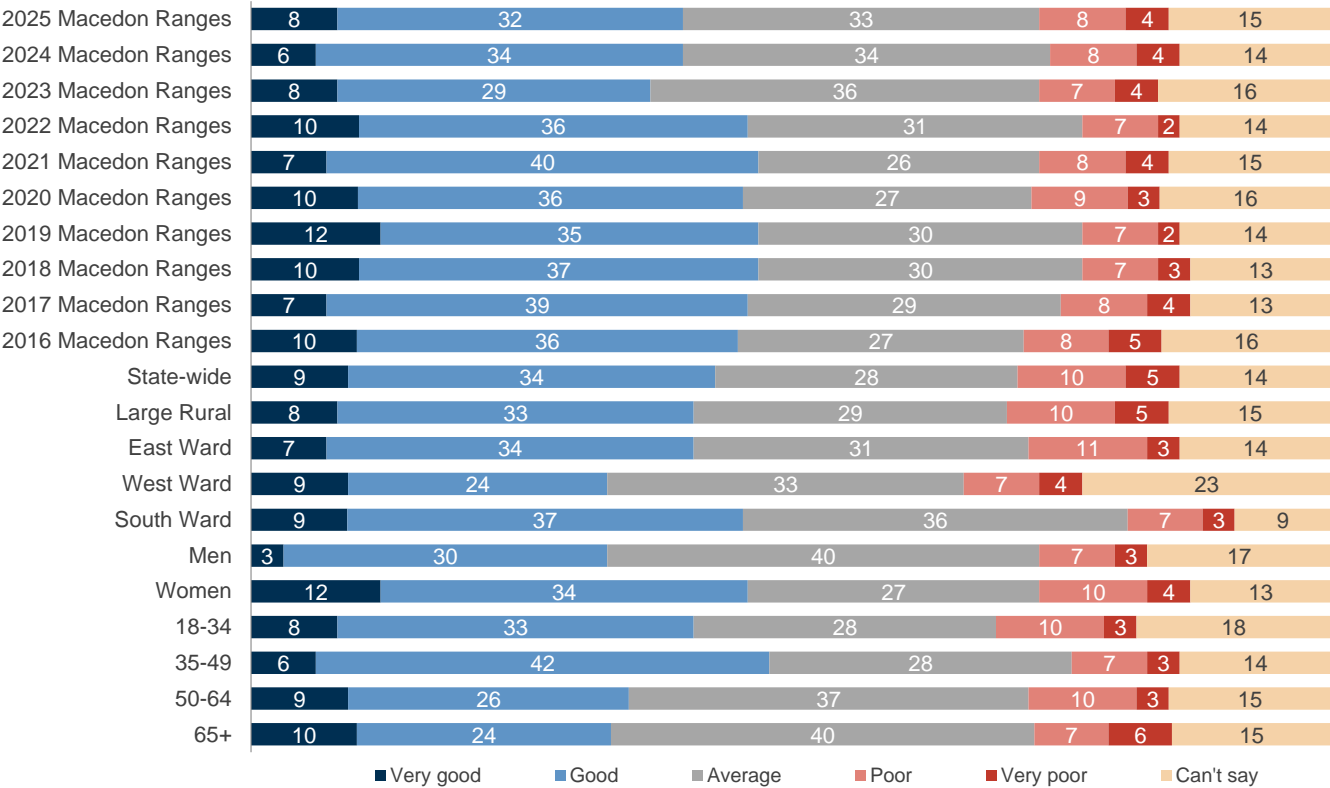
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Enforcement of local laws performance



2025 law enforcement performance (%)



Q2. How has Council performed on 'Enforcement of local laws' over the last 12 months?
Base: All respondents. Councils asked State-wide: 26 Councils asked group: 8

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Family support services importance



2025 family support importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Women	78▲	74	77	80	77	77	78	75	78	75
35-49	74	76	74	76	73	75	72	73	72	68
State-wide	73	74	75	76	76	75	74	74	73	73
South Ward	72	69	71	74	71	74	72	71	73	66
Large Rural	72	74	74	75	75	74	73	72	72	72
East Ward	72	73	71	77	78	76	73	73	72	69
18-34	72	72	76	74	76	77	76	70	78	72
50-64	72	71	71	75	76	69	71	72	69	66
Macedon Ranges	72	72	72	75	74	74	72	72	72	69
West Ward	71	73	73	73	74	73	71	69	71	71
65+	69	68	68	74	73	74	69	70	70	69
Men	65▼	69	67	70	71	71	65	68	66	63

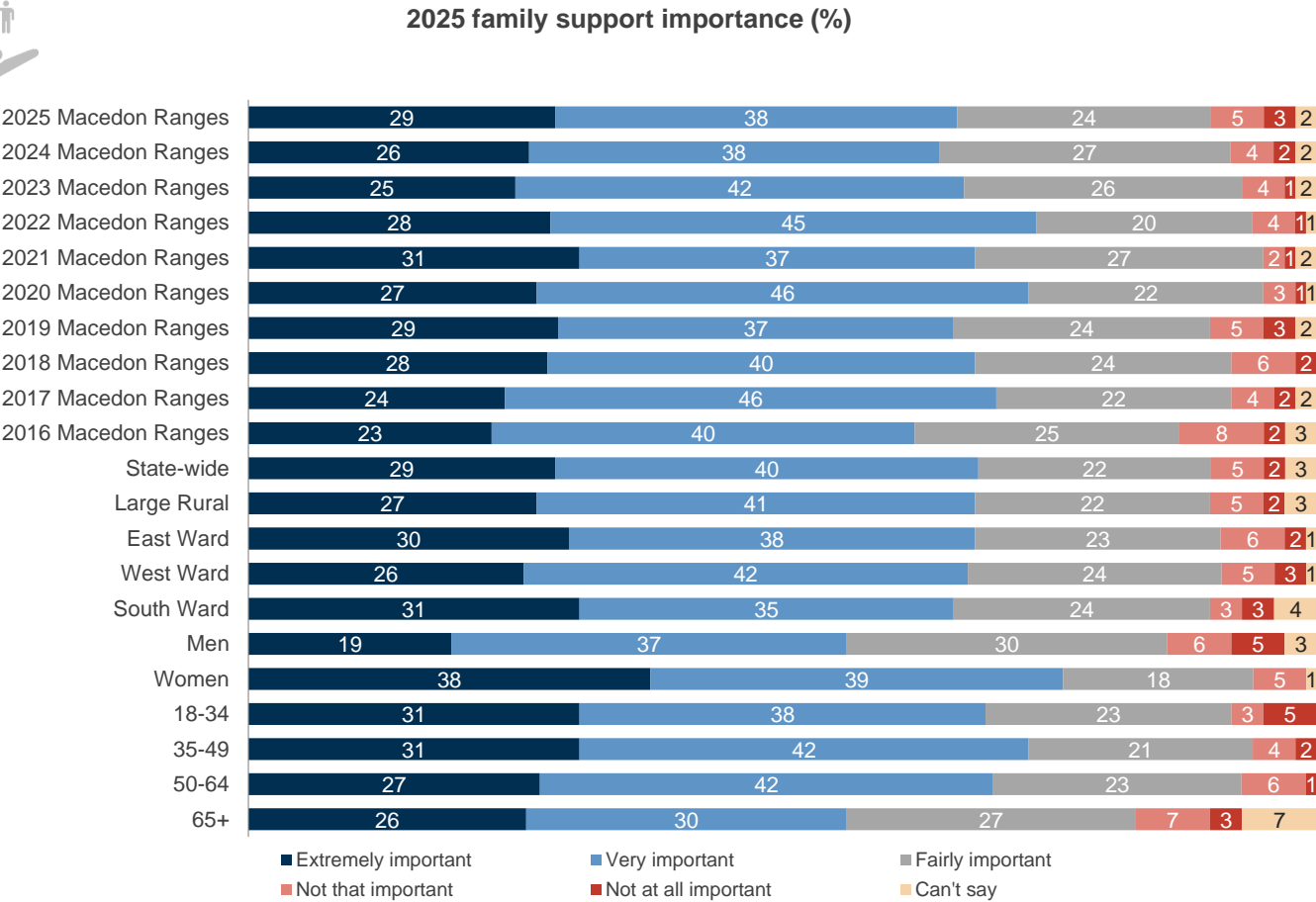
Q1. Firstly, how important should 'Family support services' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 11 Councils asked group: 4
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 83

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Family support services importance



Q1. Firstly, how important should 'Family support services' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 11 Councils asked group: 4

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Family support services performance



2025 family support performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
35-49	63	58	60	66	62	65	64	64	63	63
State-wide	62▲	63	63	65	66	66	67	66	67	66
South Ward	62	61	64	64	61	64	64	64	63	57
Large Rural	61	62	61	64	66	64	65	65	65	64
18-34	60	62	57	65	66	63	67	59	67	66
Women	60	58	61	62	65	63	64	62	67	64
Macedon Ranges	59	59	59	63	63	62	64	63	65	64
East Ward	59	57	53	61	63	60	63	60	65	70
65+	58	60	58	62	61	65	65	66	69	67
Men	58	60	57	63	61	62	64	64	63	63
West Ward	57	59	60	63	65	63	66	64	68	62
50-64	54▼	57	64	55	64	54	58	63	60	57

Q2. How has Council performed on 'Family support services' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 24 Councils asked group: 7
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 85

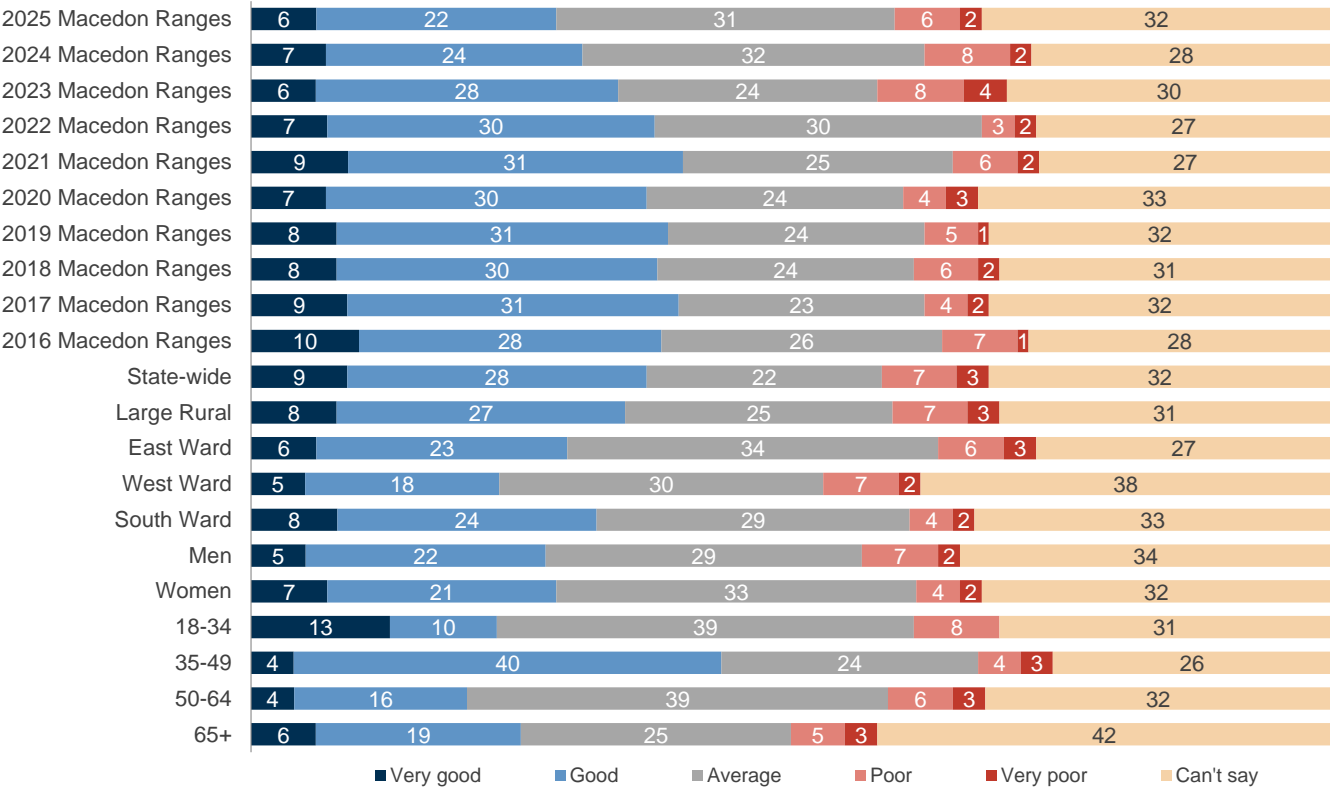
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Family support services performance



2025 family support performance (%)



Q2. How has Council performed on 'Family support services' over the last 12 months?
Base: All respondents. Councils asked State-wide: 24 Councils asked group: 7

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Elderly support services importance



2025 elderly support importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Women	83▲	82	81	85	81	80	83	81	81	80
18-34	82	77	80	79	78	75	75	77	73	79
South Ward	81	77	79	82	80	75	78	79	80	72
35-49	80	80	78	85	77	75	78	79	77	71
State-wide	79	80	80	82	82	80	80	79	78	78
Large Rural	79	79	79	81	80	80	79	78	78	78
Macedon Ranges	78	78	78	81	79	77	78	79	77	75
East Ward	78	78	77	84	77	79	78	81	76	76
50-64	77	77	79	81	82	77	81	81	79	75
West Ward	77	78	77	79	79	76	77	77	76	78
65+	76	78	76	80	80	80	77	80	80	77
Men	74▼	74	74	78	77	74	73	78	73	70

Q1. Firstly, how important should 'Elderly support services' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 6 Councils asked group: 2
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 87

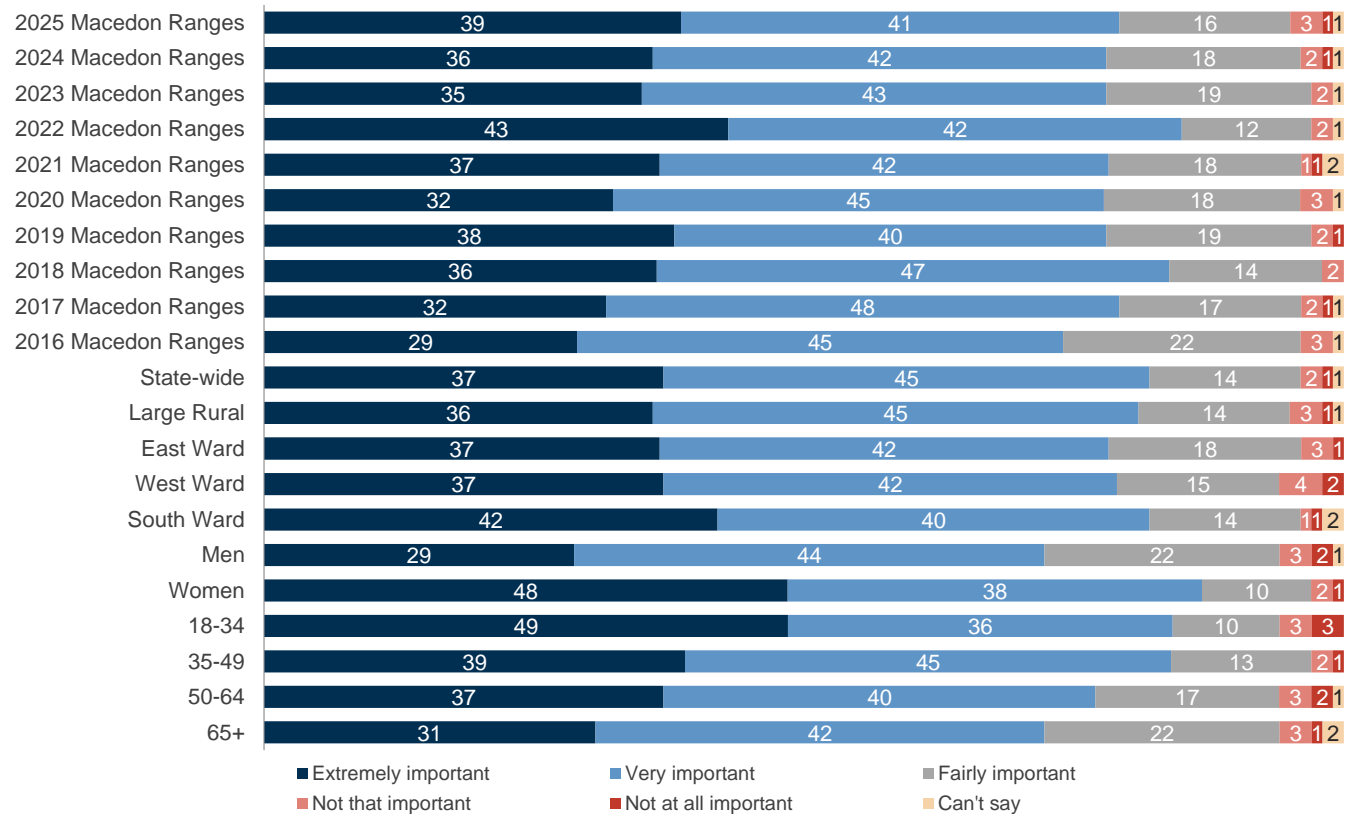
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Elderly support services importance



2025 elderly support importance (%)



Q1. Firstly, how important should 'Elderly support services' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 6 Councils asked group: 2

J W S R E S E A R C H 88

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Elderly support services performance



2025 elderly support performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Large Rural	63▲	62	63	65	68	67	67	67	67	66
State-wide	63▲	63	63	67	69	68	68	68	68	68
18-34	61	54	49	66	66	58	67	57	67	67
East Ward	60	54	51	57	58	54	59	56	62	67
Men	58	59	53	61	62	63	64	63	64	63
South Ward	56	56	57	64	62	70	65	69	70	63
Macedon Ranges	56	54	54	59	63	63	64	63	66	64
65+	56	56	54	56	59	67	64	65	71	65
35-49	55	55	58	61	64	63	64	64	61	65
Women	54	50	56	57	64	63	64	63	67	65
50-64	54	52	56	55	63	65	59	65	63	59
West Ward	51	53	56	57	66	64	68	65	65	61

Q2. How has Council performed on 'Elderly support services' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 16 Councils asked group: 5
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 89

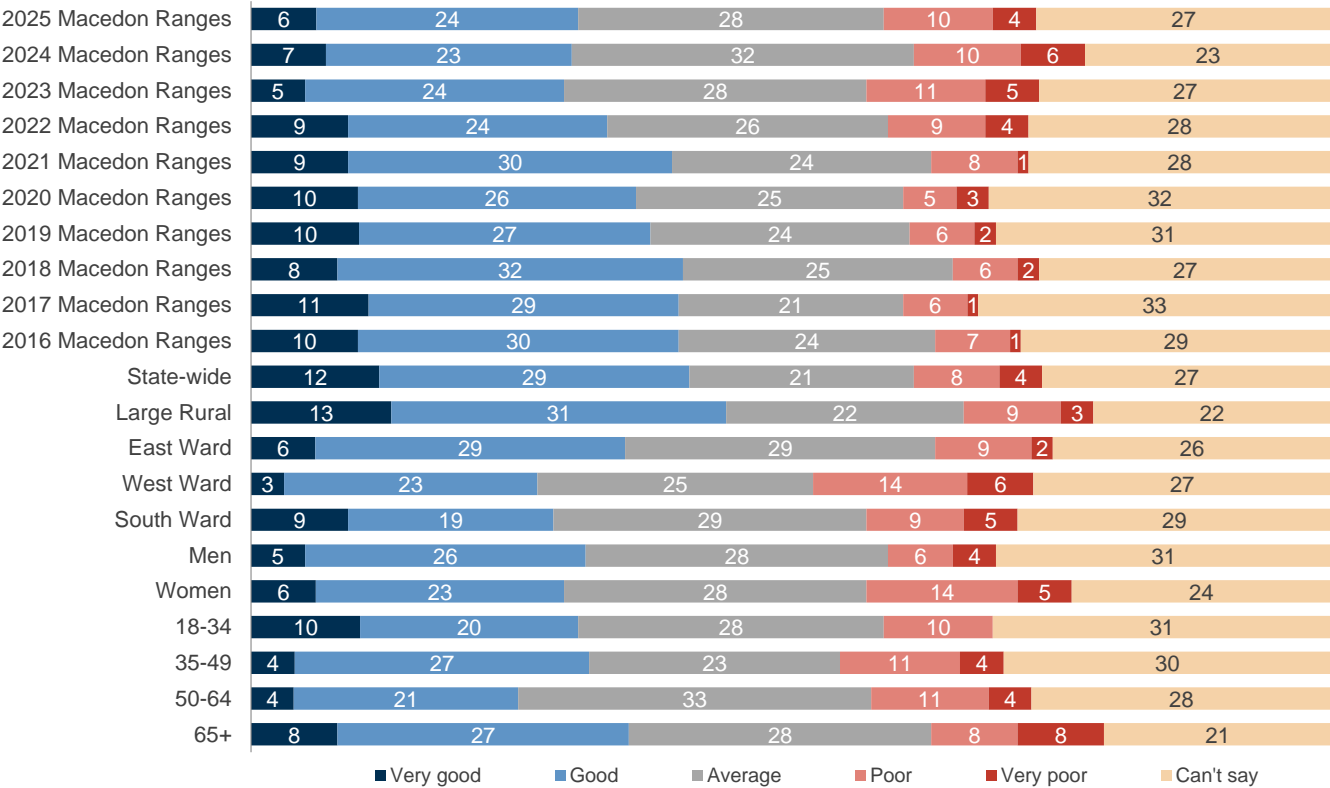
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Elderly support services performance



2025 elderly support performance (%)



Q2. How has Council performed on 'Elderly support services' over the last 12 months?
Base: All respondents. Councils asked State-wide: 16 Councils asked group: 5

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Disadvantaged support services importance



2025 disadvantaged support importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Women	75▲	75	77	82	77	76	78	75	77	77
East Ward	72	68	73	75	76	71	70	74	69	74
18-34	72	67	76	75	72	72	74	68	73	76
50-64	71	71	72	74	76	72	70	72	71	71
Macedon Ranges	70	70	72	75	74	72	71	72	70	72
Large Rural	70	70	72	75	74	72	71	70	70	72
State-wide	70	73	74	77	77	74	74	72	71	73
West Ward	70	73	73	76	75	73	71	68	70	74
35-49	69	72	73	77	75	70	72	74	68	69
65+	69	69	69	73	73	74	69	71	70	72
South Ward	68	69	70	73	70	72	72	71	71	67
Men	64▼	64	66	67	71	68	64	68	64	66

Q1. Firstly, how important should 'Disadvantaged support services' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 2 Councils asked group: 1
 Note: Please see Appendix A for explanation of significant differences.

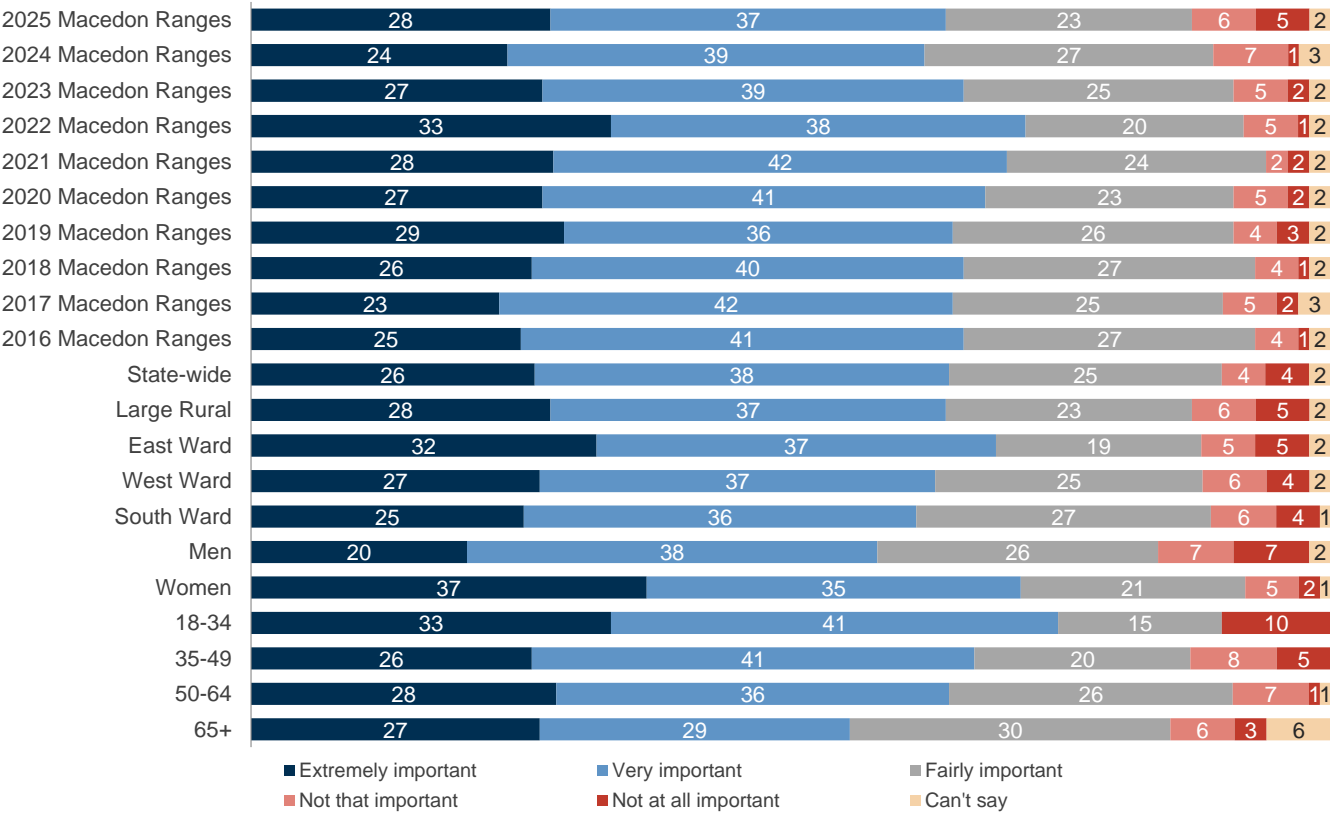
J W S R E S E A R C H 91



Disadvantaged support services importance



2025 disadvantaged support importance (%)



Q1. Firstly, how important should 'Disadvantaged support services' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 2 Councils asked group: 1

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Disadvantaged support services performance



2025 disadvantaged support performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	60▲	56	44	68	68	59	61	58	64	64
Large Rural	58▲	59	58	62	64	61	61	61	61	61
State-wide	58▲	58	59	62	63	60	62	61	61	61
Women	56	52	52	54	63	57	54	56	59	58
West Ward	55	54	50	60	65	59	62	58	58	60
South Ward	55	55	58	61	63	61	58	60	60	59
Macedon Ranges	54	55	53	58	63	58	58	58	58	60
35-49	54	53	55	57	64	60	57	59	56	59
65+	54	56	53	56	59	59	61	61	61	61
East Ward	53	55	49	53	58	55	55	56	57	62
Men	53	58	54	63	62	60	62	60	57	63
50-64	51	53	59	51	59	54	51	54	50	56

Q2. How has Council performed on 'Disadvantaged support services' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 7 Councils asked group: 2
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 93

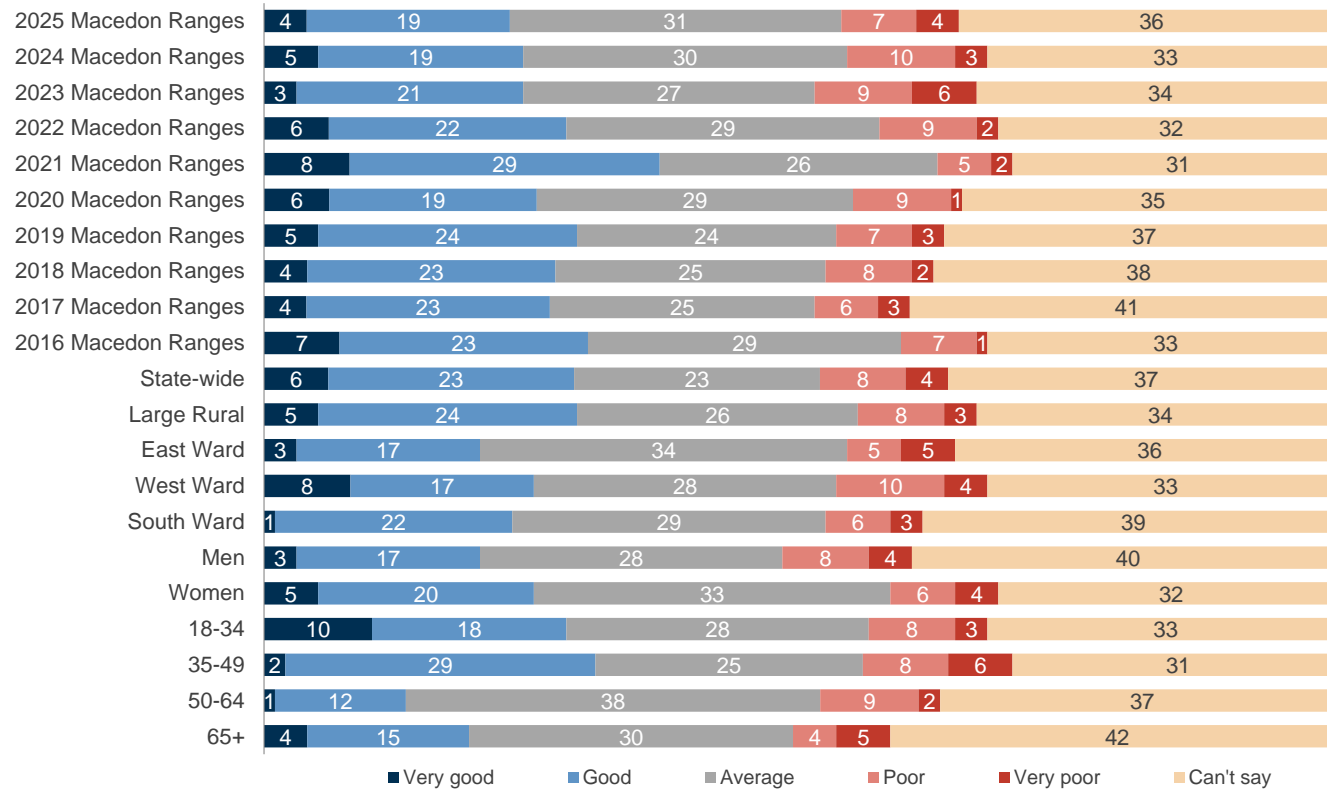
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Disadvantaged support services performance



2025 disadvantaged support performance (%)



Q2. How has Council performed on 'Disadvantaged support services' over the last 12 months?
Base: All respondents. Councils asked State-wide: 7 Councils asked group: 2

J W S R E S E A R C H 94

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Recreational facilities importance



2025 recreational facilities importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
South Ward	75	73	80	75	72	74	73	72	74	72
Women	74	74	75	76	74	72	75	75	75	74
35-49	74	74	77	80	77	75	75	76	77	72
East Ward	73	75	72	71	75	72	72	74	72	72
18-34	73	73	78	68	67	67	72	69	73	74
State-wide	73	73	73	74	74	72	72	73	72	73
Macedon Ranges	73	73	74	73	72	72	71	73	73	71
50-64	72	74	74	73	75	74	71	73	73	74
Large Rural	72	73	73	74	73	72	72	74	72	72
65+	71	72	69	71	70	73	68	74	68	66
Men	71	72	72	71	71	73	68	72	71	69
West Ward	69	71	69	74	70	71	70	73	73	69

Q1. Firstly, how important should 'Recreational facilities' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 22 Councils asked group: 8
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 95

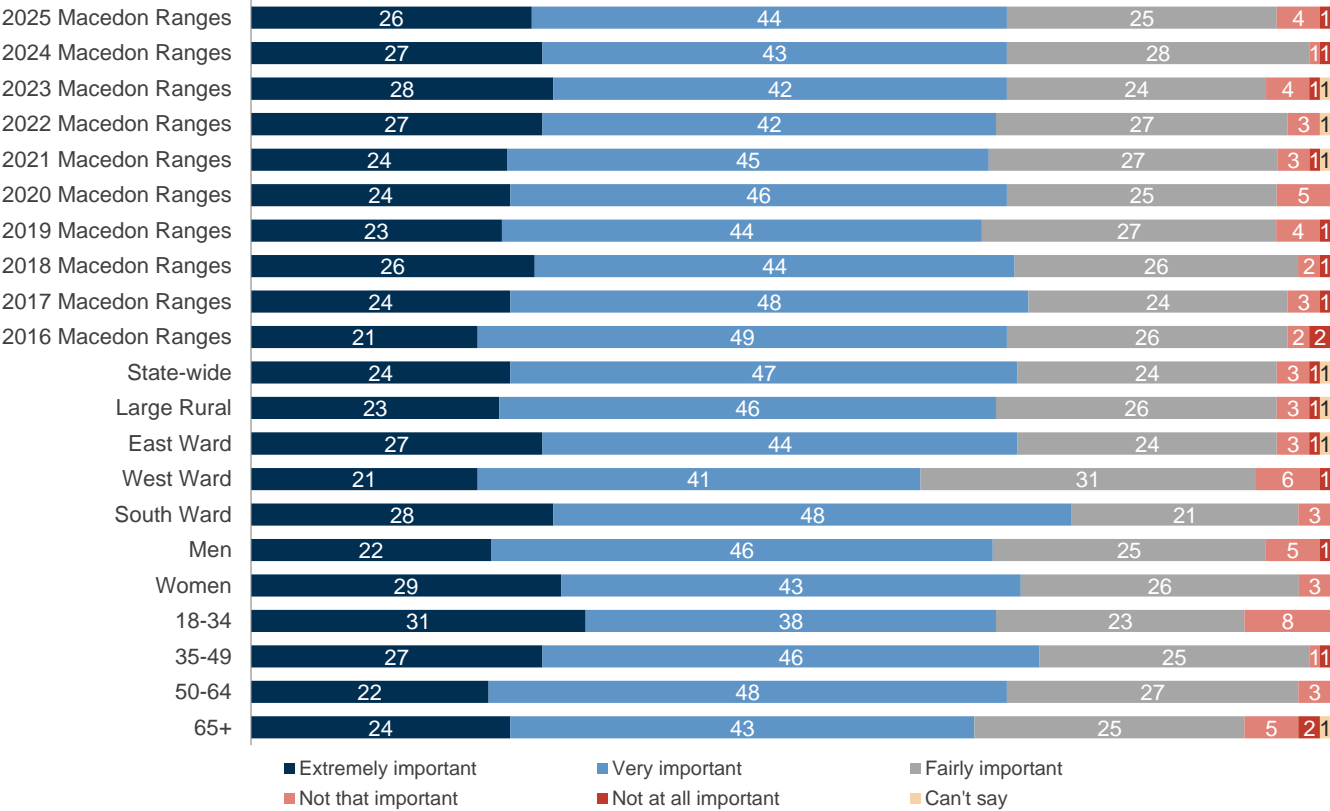
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Recreational facilities importance



2025 recreational facilities importance (%)



Q1. Firstly, how important should 'Recreational facilities' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 22 Councils asked group: 8

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Recreational facilities performance



2025 recreational facilities performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
South Ward	72▲	66	65	64	67	70	70	69	71	69
65+	68	66	68	64	66	71	70	71	71	72
State-wide	67	68	68	69	71	70	70	69	70	69
18-34	67	68	59	66	66	68	66	62	73	71
Women	67	63	64	64	66	70	67	65	69	69
35-49	66	58	61	58	65	69	68	66	66	68
Macedon Ranges	66	64	63	62	67	68	68	67	69	69
Large Rural	65	64	65	66	68	67	68	66	66	65
Men	65	65	63	61	68	67	69	69	68	69
50-64	63	63	62	62	70	66	67	68	66	65
East Ward	63	61	61	61	65	66	64	63	65	69
West Ward	63	64	64	61	68	69	69	69	70	69

Q2. How has Council performed on 'Recreational facilities' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 36 Councils asked group: 11
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 97

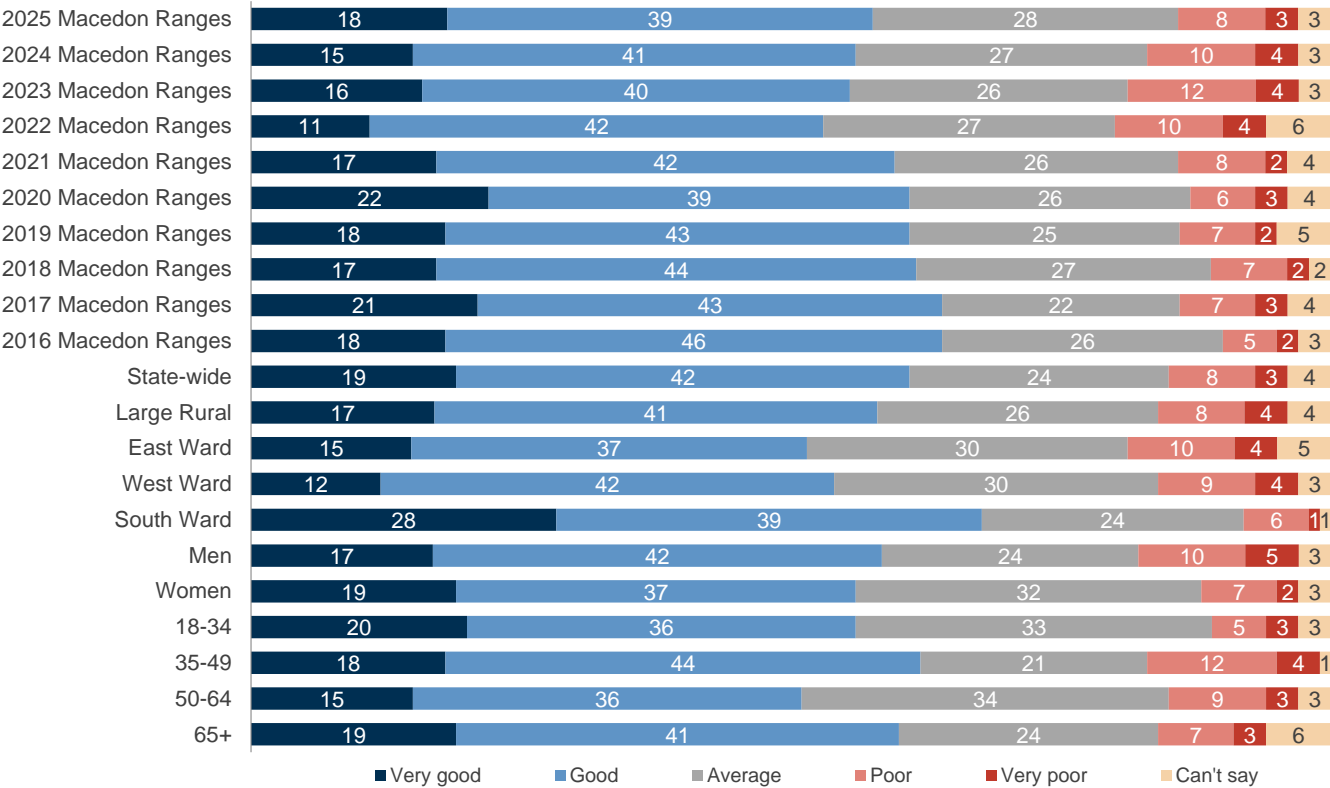
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Recreational facilities performance



2025 recreational facilities performance (%)



Q2. How has Council performed on 'Recreational facilities' over the last 12 months?
Base: All respondents. Councils asked State-wide: 36 Councils asked group: 11

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



The appearance of public areas importance



2025 public areas importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
South Ward	77	76	77	76	75	73	74	74	73	74
Women	77	76	74	77	77	75	75	73	74	75
18-34	76	69	73	78	71	71	71	70	71	70
50-64	75	72	74	79	77	74	75	75	75	71
East Ward	75	73	70	79	77	75	72	73	73	69
Macedon Ranges	75	74	73	77	74	73	73	74	73	72
65+	75	74	72	74	76	77	74	75	72	72
35-49	74	79	73	77	72	71	72	74	72	73
State-wide	74	74	74	75	75	74	73	74	74	74
Men	74	71	72	77	71	72	71	74	71	69
Large Rural	73	74	73	75	75	73	73	73	73	74
West Ward	73	72	71	76	71	72	73	74	72	72

Q1. Firstly, how important should 'The appearance of public areas' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 22 Councils asked group: 8
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 99

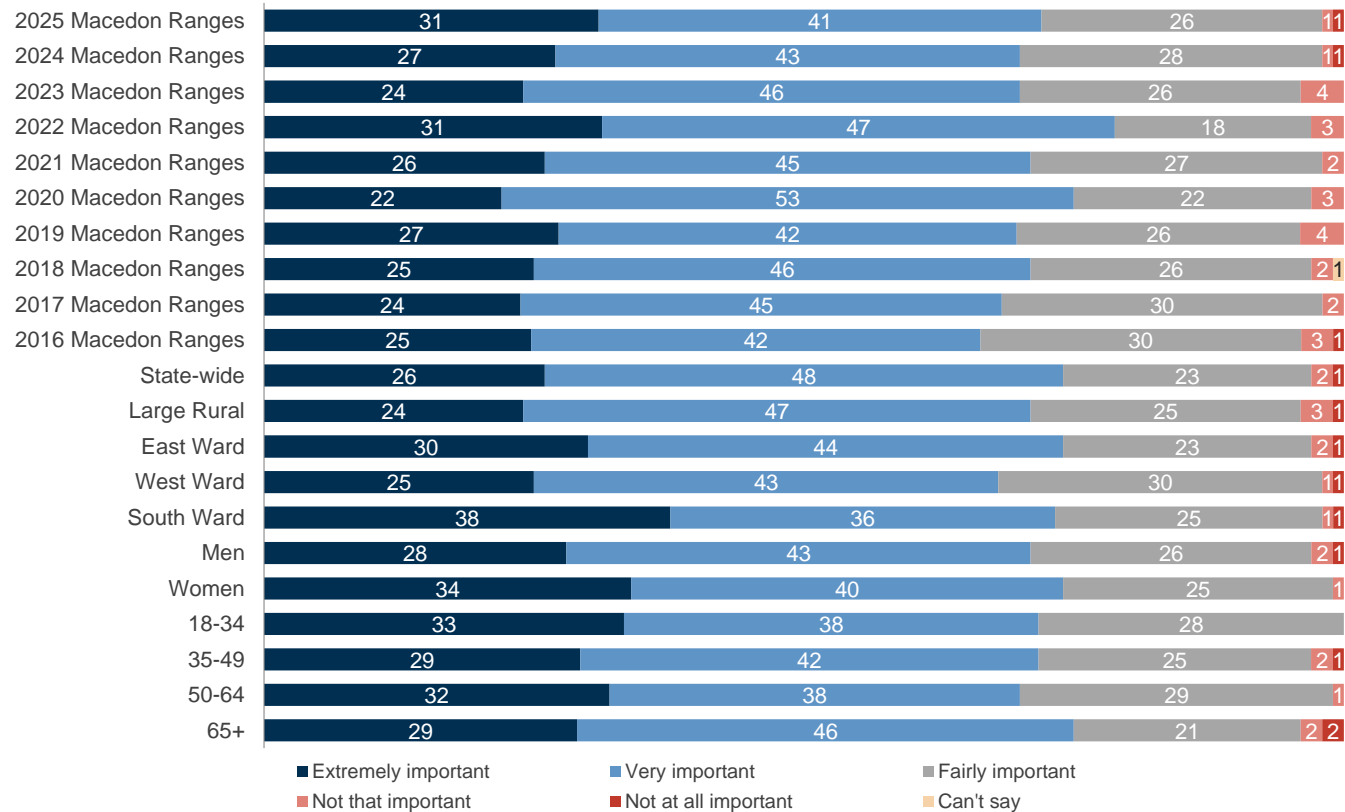
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



The appearance of public areas importance



2025 public areas importance (%)



Q1. Firstly, how important should 'The appearance of public areas' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 22 Councils asked group: 8

J W S R E S E A R C H 100

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



The appearance of public areas performance



2025 public areas performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
East Ward	70	64	60	63	65	70	70	63	69	75
18-34	69	64	58	76	69	79	69	69	77	75
State-wide	68	68	67	71	73	72	72	71	71	71
65+	67	68	65	65	68	72	68	67	70	69
Men	67	67	62	67	70	73	67	68	70	69
35-49	66	65	63	64	68	72	74	66	74	72
Macedon Ranges	66	65	63	66	68	73	70	68	72	71
Large Rural	66	66	65	67	70	71	70	69	69	69
Women	66	63	63	66	66	73	72	68	73	73
South Ward	64	66	65	71	69	75	72	72	72	69
West Ward	64	66	63	65	70	73	67	70	73	68
50-64	63	63	62	61	68	70	67	70	66	69

Q2. How has Council performed on 'The appearance of public areas' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 37 Councils asked group: 11
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 101

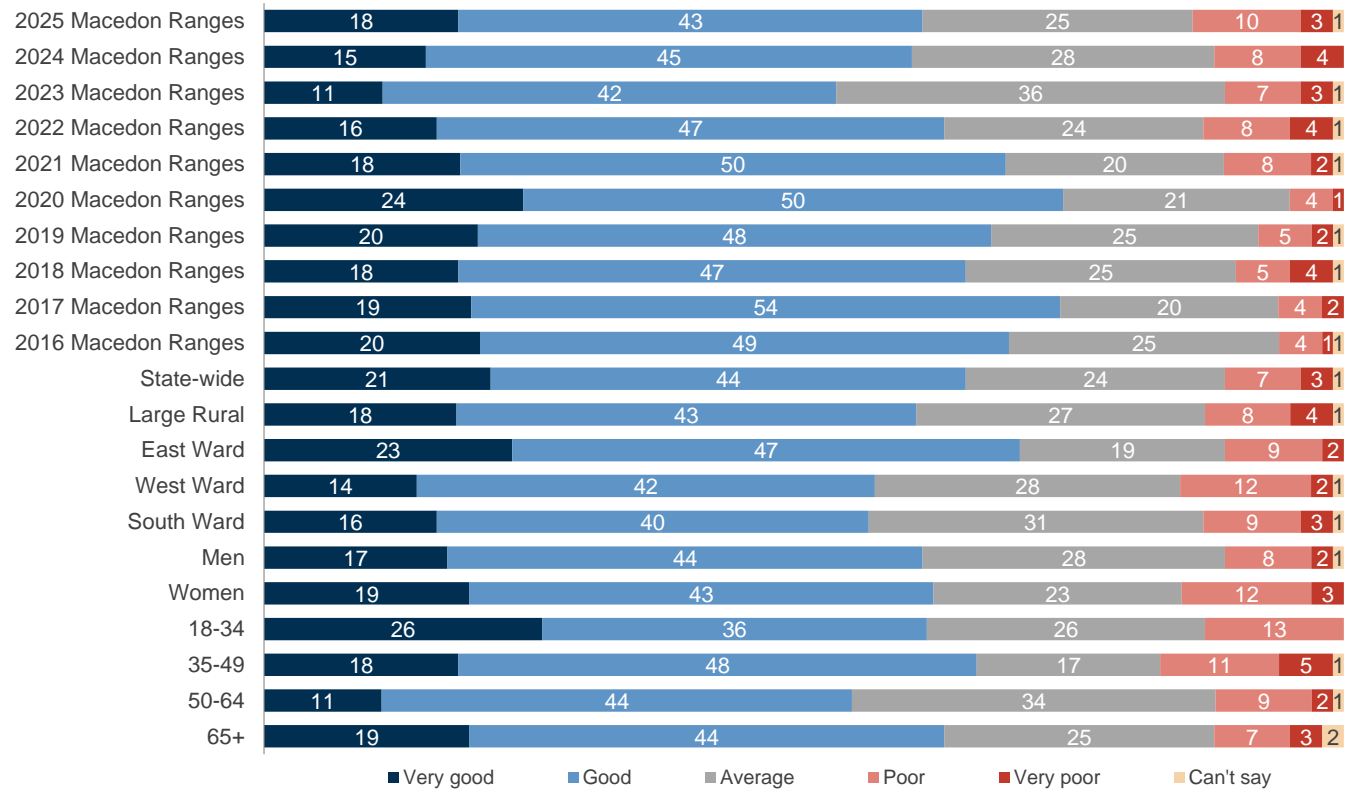
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



The appearance of public areas performance



2025 public areas performance (%)



Q2. How has Council performed on 'The appearance of public areas' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 37 Councils asked group: 11

J W S R E S E A R C H 102

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Art centres and libraries importance



2025 art centres and libraries importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Women	67▲	66	67	68	71	65	68	66	69	68
18-34	64	62	64	60	58	57	61	56	62	57
65+	64	63	63	64	66	71	68	66	66	64
East Ward	64	64	60	63	64	63	60	60	64	59
State-wide	63	64	65	67	67	65	65	65	64	66
Macedon Ranges	62	63	63	63	65	63	64	63	64	62
West Ward	62	64	65	66	66	63	68	64	66	65
Large Rural	61	64	64	64	66	64	64	62	63	63
35-49	61	67	66	64	69	63	65	66	66	62
50-64	61	58	60	64	64	60	62	65	61	64
South Ward	61	60	65	62	64	63	64	67	62	62
Men	58▼	59	59	59	59	61	60	61	59	55

Q1. Firstly, how important should 'Art centres and libraries' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 14 Councils asked group: 5
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 103

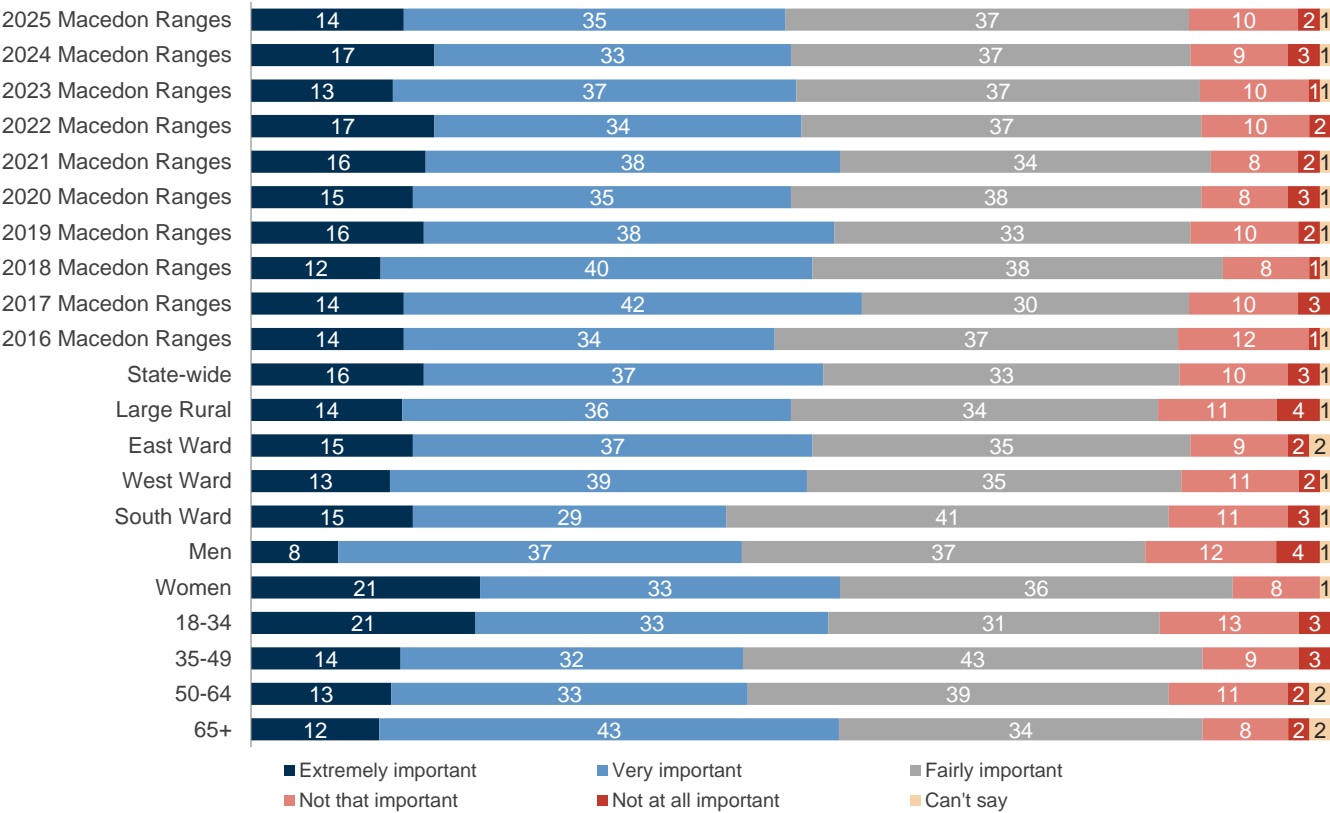
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Art centres and libraries importance



2025 art centres and libraries importance (%)



Q1. Firstly, how important should 'Art centres and libraries' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 14 Councils asked group: 5

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Art centres and libraries performance



2025 art centres and libraries performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	73▲	73	73	73	73	74	74	74	73	72
Large Rural	71▲	71	69	72	73	72	73	71	70	70
35-49	71	70	67	64	68	73	74	69	71	67
65+	70	69	67	68	71	74	70	68	69	69
West Ward	69	69	68	66	70	73	73	68	73	69
East Ward	68	67	62	66	68	65	67	66	67	70
Macedon Ranges	68	67	65	66	69	71	70	67	68	67
Men	67	69	61	63	67	69	68	66	64	64
Women	67	65	69	68	71	72	72	68	72	69
18-34	66	63	58	68	68	67	69	63	70	68
South Ward	65	65	64	66	69	73	70	67	65	62
50-64	64	65	65	62	69	66	65	68	64	64

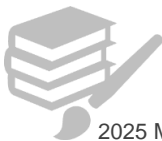
Q2. How has Council performed on 'Art centres and libraries' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 24 Councils asked group: 7
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 105

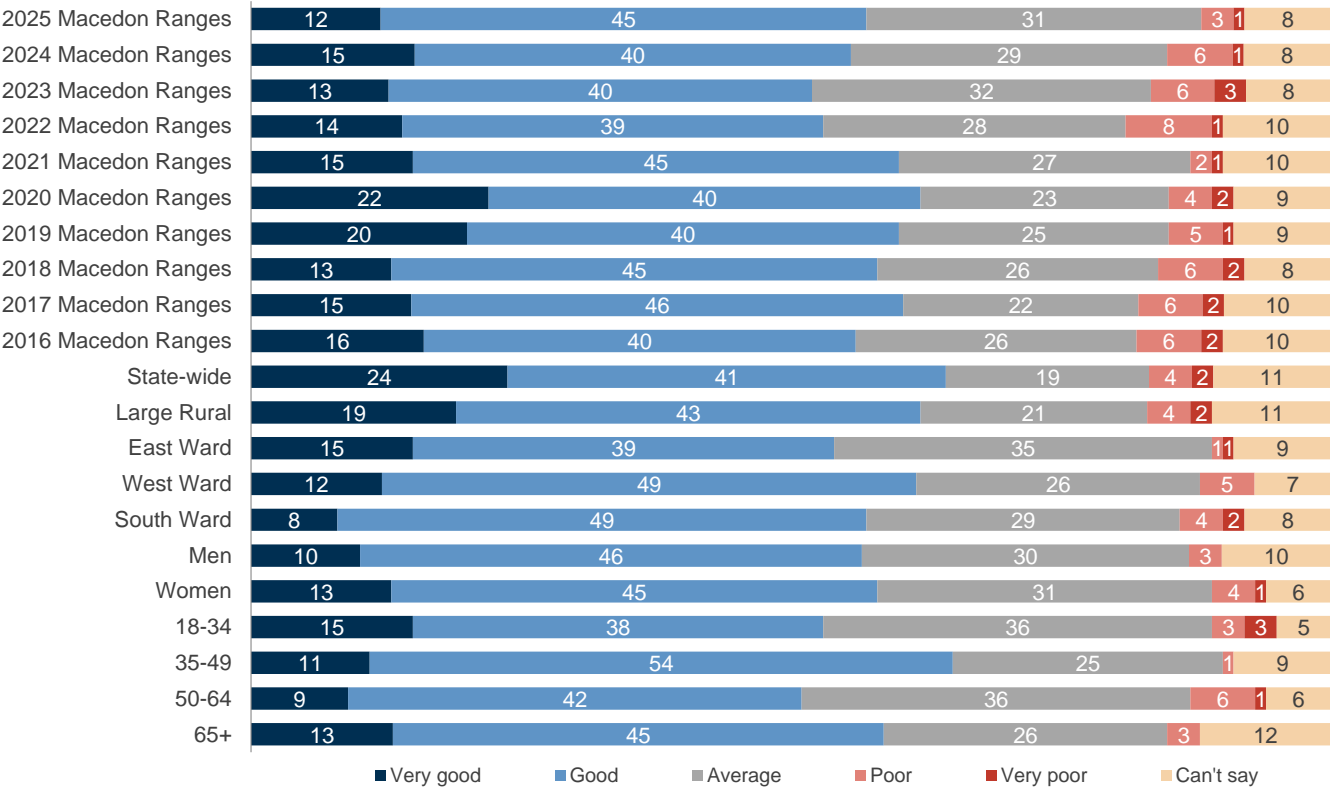
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Art centres and libraries performance



2025 art centres and libraries performance (%)



Q2. How has Council performed on 'Art centres and libraries' over the last 12 months?
Base: All respondents. Councils asked State-wide: 24 Councils asked group: 7

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Community and cultural activities importance



2025 community and cultural activities importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Women	62▲	62	65	66	62	63	64	61	62	65
State-wide	59▲	60	62	64	64	62	61	61	61	62
18-34	58	57	59	59	56	57	63	59	55	64
35-49	58	61	66	66	57	56	57	61	59	57
Large Rural	57	60	60	64	63	61	61	60	61	61
East Ward	57	58	58	59	59	60	56	58	58	59
Macedon Ranges	56	58	60	61	59	59	59	59	58	59
West Ward	56	59	62	63	58	59	63	58	60	60
50-64	56	55	57	59	61	57	60	56	59	58
South Ward	56	56	62	62	59	57	58	61	56	57
65+	52	58	59	61	60	64	57	61	58	57
Men	50▼	53	56	56	55	54	53	57	54	52

Q1. Firstly, how important should 'Community and cultural activities' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 11 Councils asked group: 4
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 107

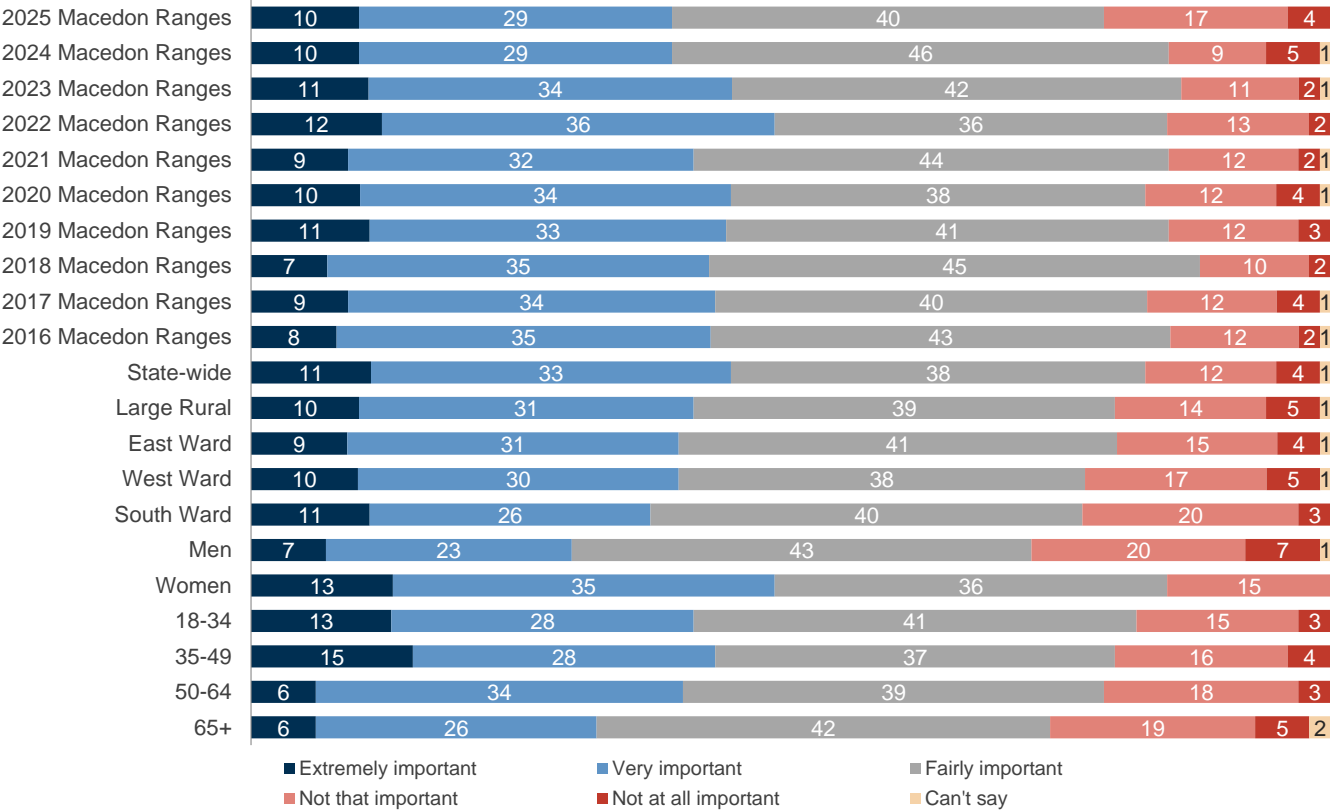
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Community and cultural activities importance



2025 community and cultural activities importance (%)



Q1. Firstly, how important should 'Community and cultural activities' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 11 Councils asked group: 4

J W S R E S E A R C H 108

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Community and cultural activities performance



2025 community and cultural activities performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	65▲	66	66	65	65	68	69	69	69	69
Large Rural	63	64	64	63	65	67	67	67	69	67
35-49	63	62	59	57	62	69	65	66	69	65
Women	63	63	63	62	62	68	66	65	67	64
65+	62	62	63	61	62	69	64	64	65	62
West Ward	62	68	67	61	65	73	68	66	67	63
18-34	62	68	57	70	59	61	60	63	64	63
East Ward	62	57	55	60	60	59	61	62	64	63
Macedon Ranges	61	62	60	61	61	66	63	65	65	63
South Ward	61	63	60	61	57	65	62	66	64	61
Men	60	61	58	59	61	65	61	65	63	61
50-64	58	57	61	55	62	64	65	65	62	61

Q2. How has Council performed on 'Community and cultural activities' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 20 Councils asked group: 7
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 109

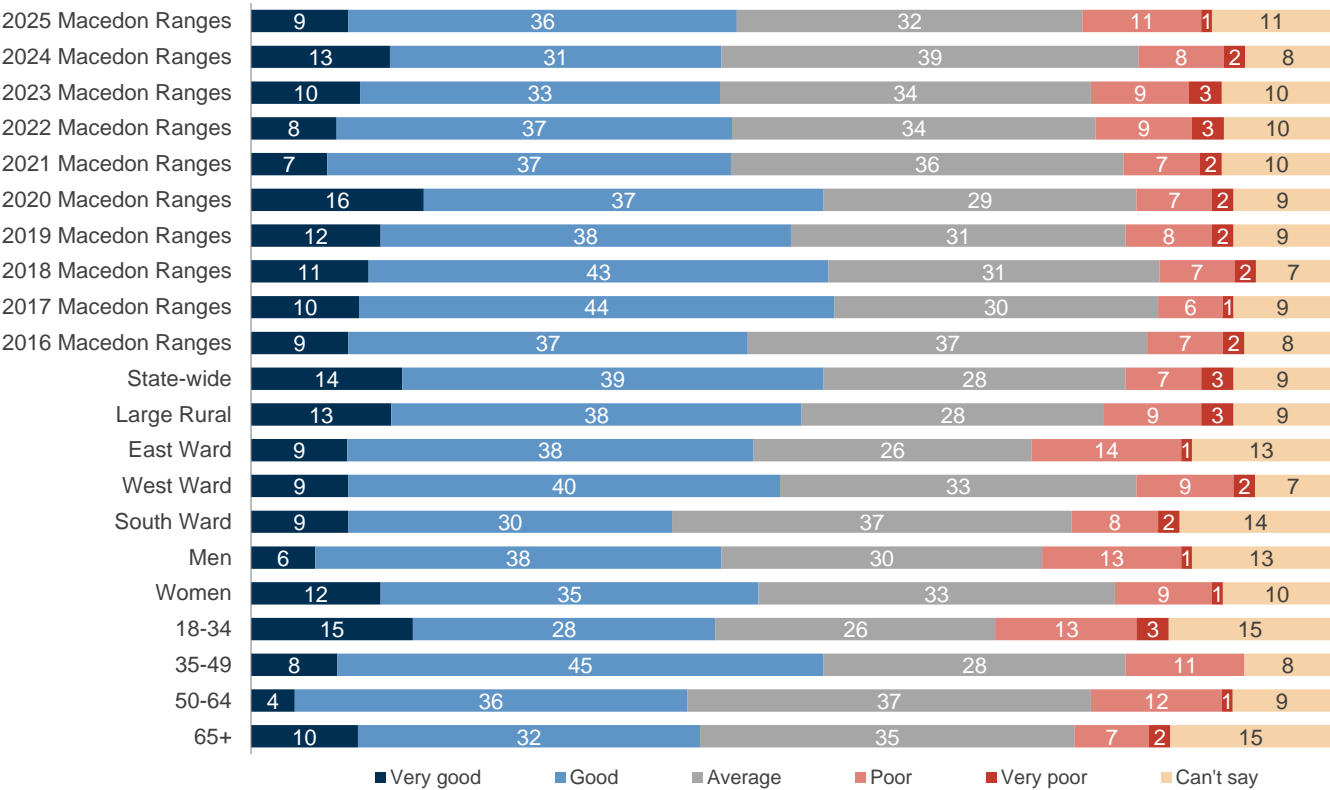
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Community and cultural activities performance



2025 community and cultural activities performance (%)



Q2. How has Council performed on 'Community and cultural activities' over the last 12 months?
Base: All respondents. Councils asked State-wide: 20 Councils asked group: 7

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Waste management importance



2025 waste management importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Women	80	84	81	81	82	80	84	80	78	79
50-64	80	82	82	86	81	82	82	84	77	76
South Ward	80	82	83	81	79	82	82	81	77	75
18-34	80	78	82	77	73	74	83	71	74	76
65+	79	82	78	81	82	84	82	84	79	75
East Ward	79	79	79	80	78	78	80	81	76	73
State-wide	79	81	81	82	82	82	81	81	79	80
Macedon Ranges	79	81	80	81	79	81	82	81	76	75
Large Rural	79	80	80	81	81	81	80	81	78	79
West Ward	78	83	77	82	81	83	85	82	76	76
Men	77	79	79	81	77	81	80	82	74	70
35-49	77	83	80	81	81	83	82	84	75	72

Q1. Firstly, how important should 'Waste management' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 21 Councils asked group: 8
 Note: Please see Appendix A for explanation of significant differences.

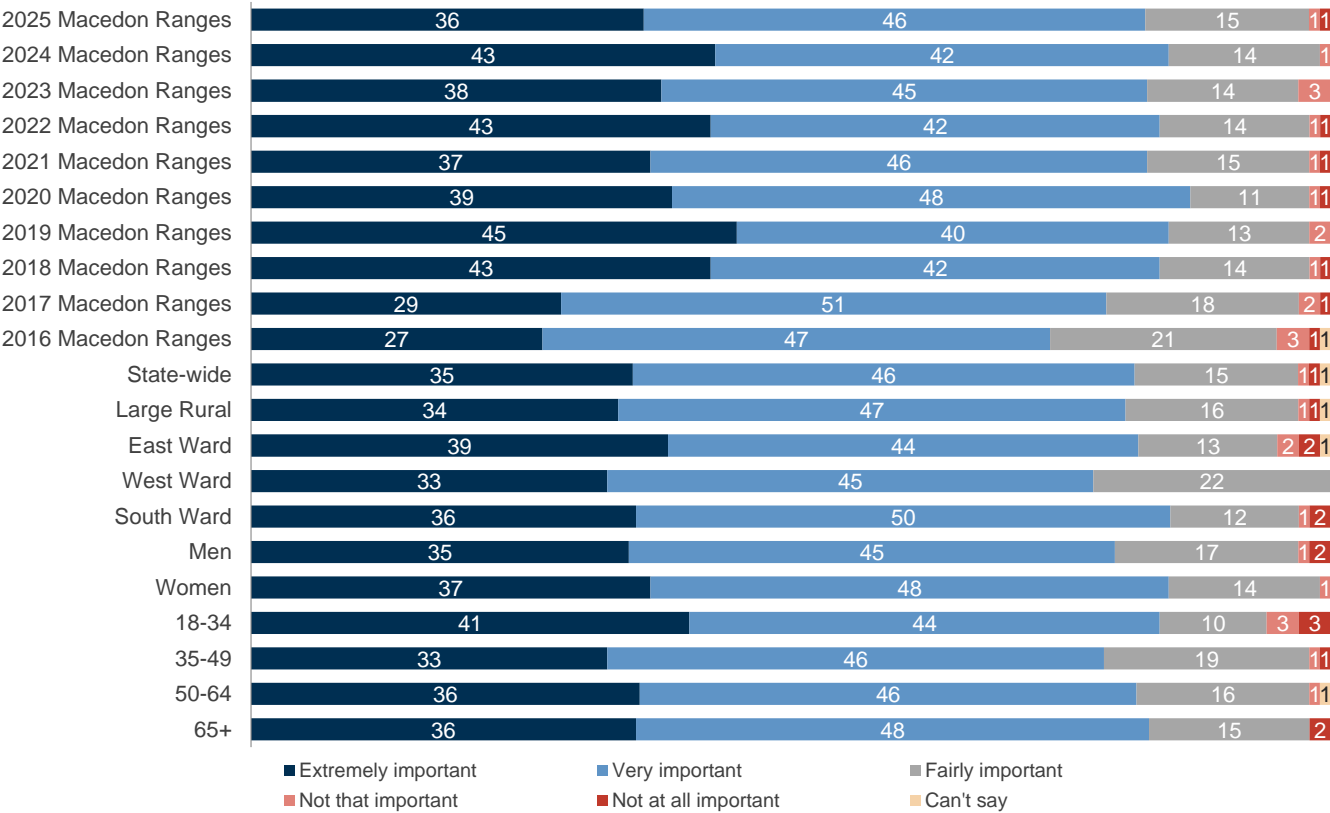
J W S R E S E A R C H 111



Waste management importance



2025 waste management importance (%)



Q1. Firstly, how important should 'Waste management' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 21 Councils asked group: 8

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Waste management performance



2025 waste management performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
65+	74▲	74	74	76	71	74	69	69	73	74
East Ward	68	68	69	71	66	67	70	67	72	71
Women	67	72	74	71	66	70	68	68	73	74
South Ward	67	73	71	69	65	70	68	66	73	70
Macedon Ranges	67	73	71	71	67	68	68	68	72	71
Men	67	73	68	70	69	65	68	67	71	68
35-49	66	70	73	67	64	62	65	69	72	68
State-wide	65	67	66	68	69	65	68	70	71	70
West Ward	65	77	74	71	69	66	66	69	72	72
18-34	65	79	64	74	63	72	72	63	75	74
50-64	64	69	72	65	69	63	68	68	69	67
Large Rural	62▼	65	65	65	66	62	64	67	68	66

Q2. How has Council performed on 'Waste management' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 113

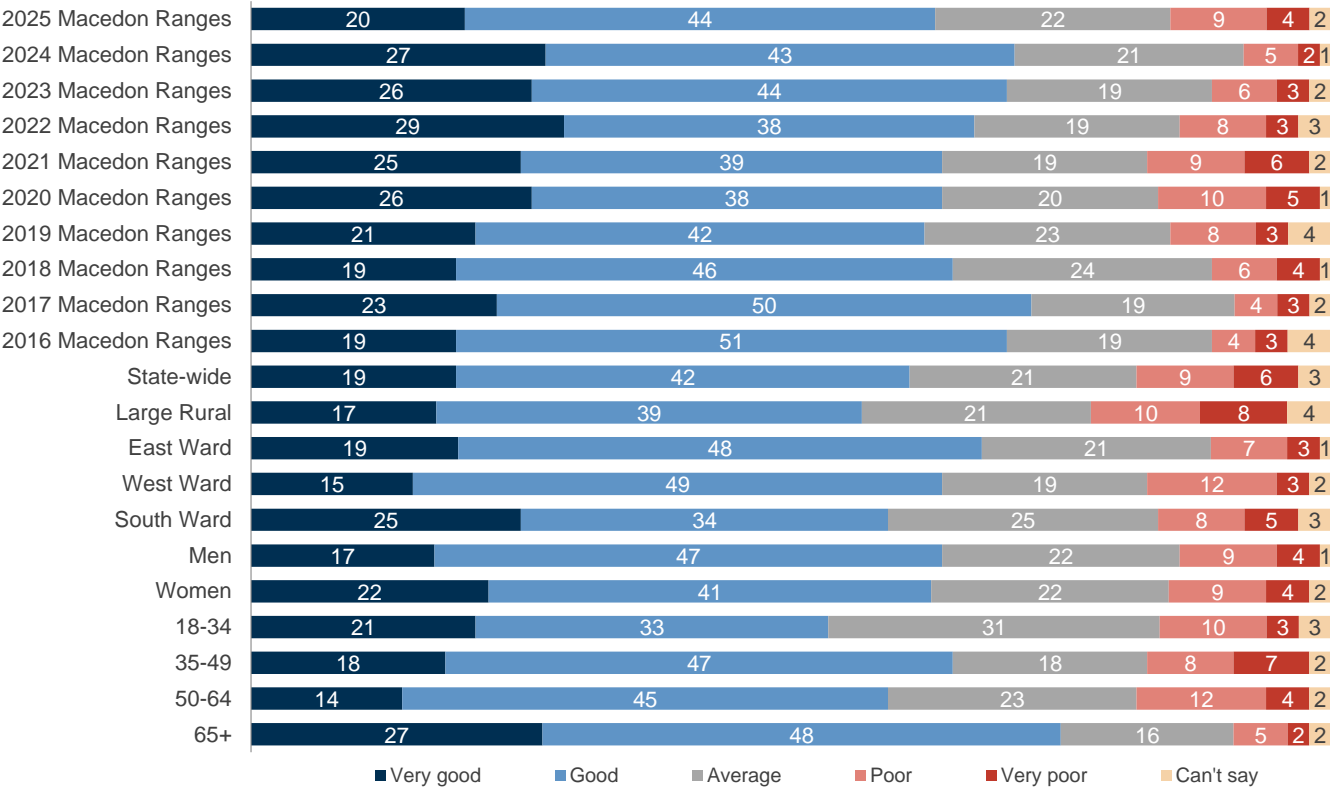
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Waste management performance



2025 waste management performance (%)



Q2. How has Council performed on 'Waste management' over the last 12 months?
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

Business and community development and tourism importance



2025 business/development/tourism importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	69▲	67	67	69	70	67	65	66	67	67
Large Rural	67▲	69	68	70	71	68	64	65	67	69
Women	66	64	65	67	68	68	67	67	67	70
18-34	64	62	62	61	60	69	64	64	65	64
50-64	64	61	66	68	68	64	67	64	66	67
West Ward	63	66	64	66	66	68	67	65	69	67
35-49	63	65	59	70	67	65	67	69	67	65
East Ward	63	62	60	66	67	65	64	66	67	62
Macedon Ranges	63	63	62	65	65	66	65	66	66	64
South Ward	62	61	61	64	62	65	62	65	62	64
65+	60	63	62	62	65	68	60	64	66	62
Men	59	61	59	64	61	65	62	64	65	59

Q1. Firstly, how important should 'Business and community development and tourism' be as a responsibility for Council?

Base: All respondents. Councils asked State-wide: 16 Councils asked group: 6

Note: Please see Appendix A for explanation of significant differences.

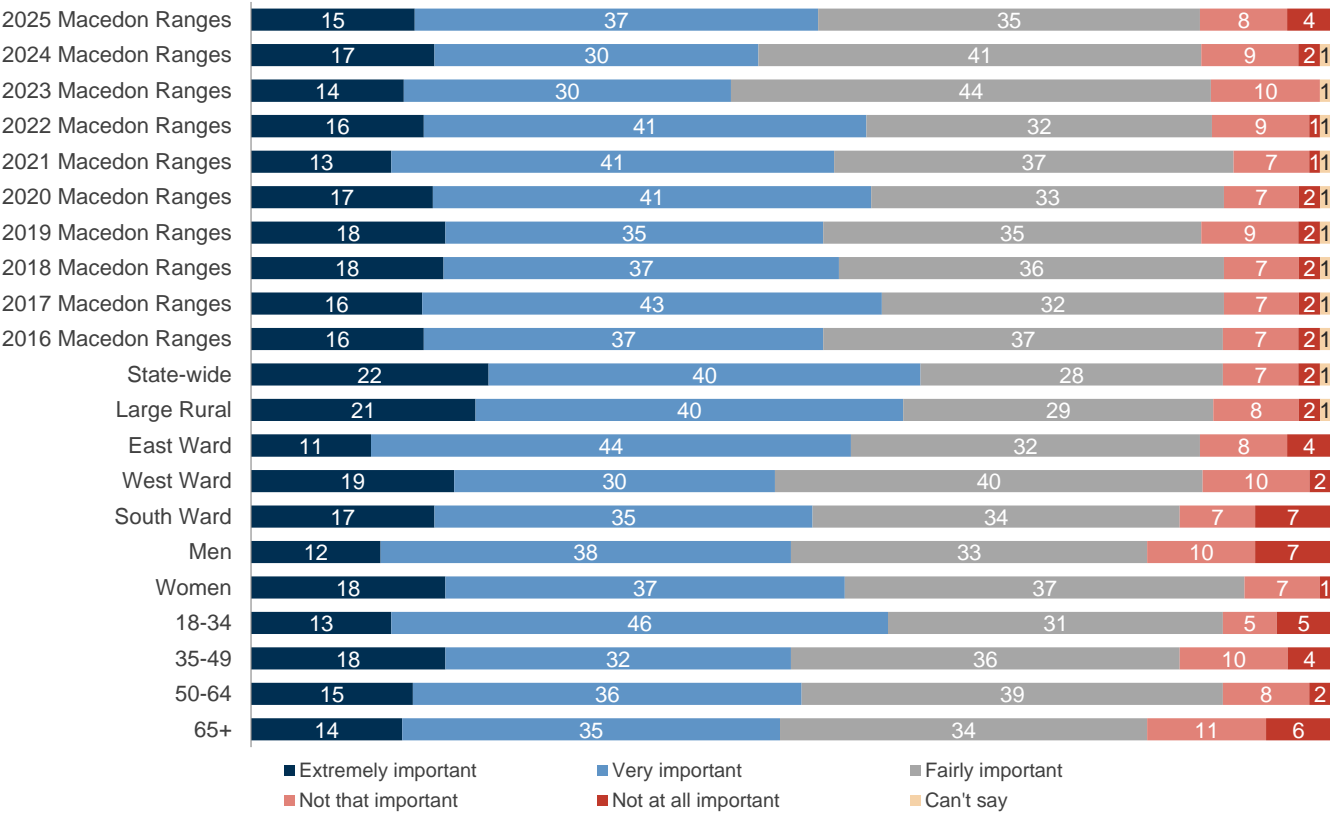
J W S R E S E A R C H 115

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

Business and community development and tourism importance



2025 business/development/tourism importance (%)



Q1. Firstly, how important should 'Business and community development and tourism' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 16 Councils asked group: 6

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

Business and community development and tourism performance



2025 business/development/tourism performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	61▲	57	47	60	61	62	64	59	60	60
35-49	60	61	61	55	56	58	61	58	62	57
East Ward	58	52	52	53	55	60	57	57	60	60
65+	57	58	56	55	57	63	58	64	59	61
Macedon Ranges	56	58	56	55	57	60	60	60	61	59
Women	56	56	58	58	58	62	62	62	64	63
Men	56	59	54	52	56	58	59	59	56	55
State-wide	56	57	59	60	61	59	61	60	61	60
South Ward	56	60	59	57	56	58	62	65	63	58
West Ward	55	60	57	55	59	62	61	61	59	58
Large Rural	55	55	56	58	59	61	62	61	60	59
50-64	49▼	54	61	48	55	58	59	61	61	57

Q2. How has Council performed on 'Business and community development and tourism' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 23 Councils asked group: 9
 Note: Please see Appendix A for explanation of significant differences.

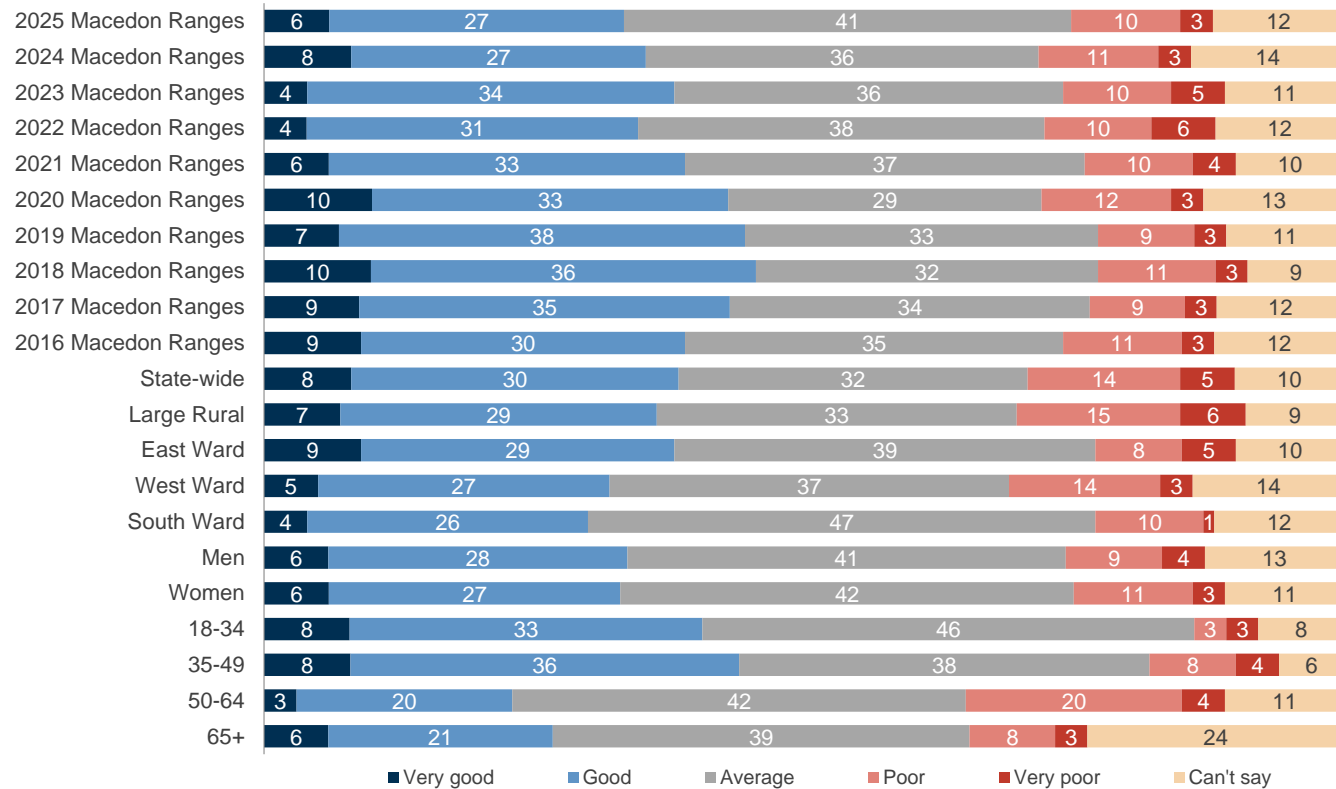
J W S R E S E A R C H 117

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

Business and community development and tourism performance



2025 business/development/tourism performance (%)



Q2. How has Council performed on 'Business and community development and tourism' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 23 Councils asked group: 9

J W S R E S E A R C H 118

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Council's general town planning policy importance



2025 town planning importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Women	81▲	77	79	78	74	77	79	78	76	75
South Ward	79	80	79	79	77	73	78	77	74	75
West Ward	78	74	76	76	74	74	75	73	74	76
18-34	78	68	76	74	64	60	71	68	70	68
65+	77	79	73	78	79	78	78	77	74	73
Macedon Ranges	77	76	78	78	75	74	76	75	74	72
50-64	77	76	84	80	79	78	79	79	77	76
35-49	76	78	82	80	78	79	76	76	75	73
East Ward	75	73	78	79	74	76	75	75	75	68
Large Rural	74▼	74	74	74	73	71	73	74	73	73
Men	73	74	76	78	76	71	73	73	72	69
State-wide	72▼	73	73	74	74	72	73	73	72	73

Q1. Firstly, how important should 'Council's general town planning policy' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 7 Councils asked group: 4
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 119

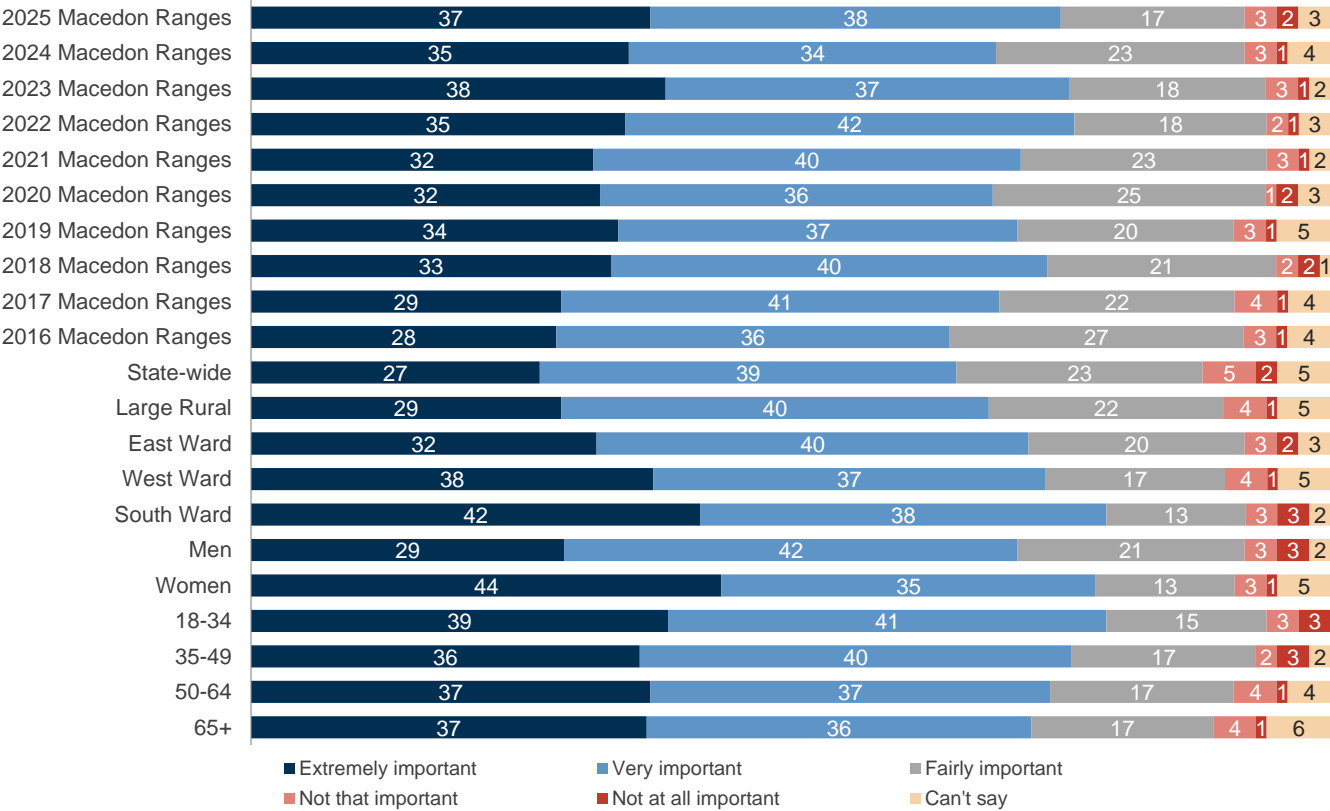
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Council’s general town planning policy importance



2025 town planning importance (%)



Q1. Firstly, how important should 'Council's general town planning policy' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 7 Councils asked group: 4

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Council's general town planning policy performance



2025 town planning performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	48▲	50	50	54	55	54	55	54	53	52
Large Rural	46▲	48	49	53	55	54	55	54	54	51
65+	46▲	41	43	43	43	52	47	47	49	47
East Ward	42	39	38	43	44	44	47	44	45	53
35-49	41	39	39	45	46	43	46	45	49	47
West Ward	41	45	42	46	50	52	48	49	47	46
Men	41	41	42	42	45	48	49	46	48	46
Macedon Ranges	39	40	41	44	46	48	48	47	47	48
Women	38	39	39	46	47	48	47	48	47	50
18-34	38	44	39	52	50	56	56	51	48	54
South Ward	35	37	42	45	41	48	47	48	49	45
50-64	33▼	37	41	37	46	42	42	46	43	44

Q2. How has Council performed on 'Council's general town planning policy' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 16 Councils asked group: 7
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 121

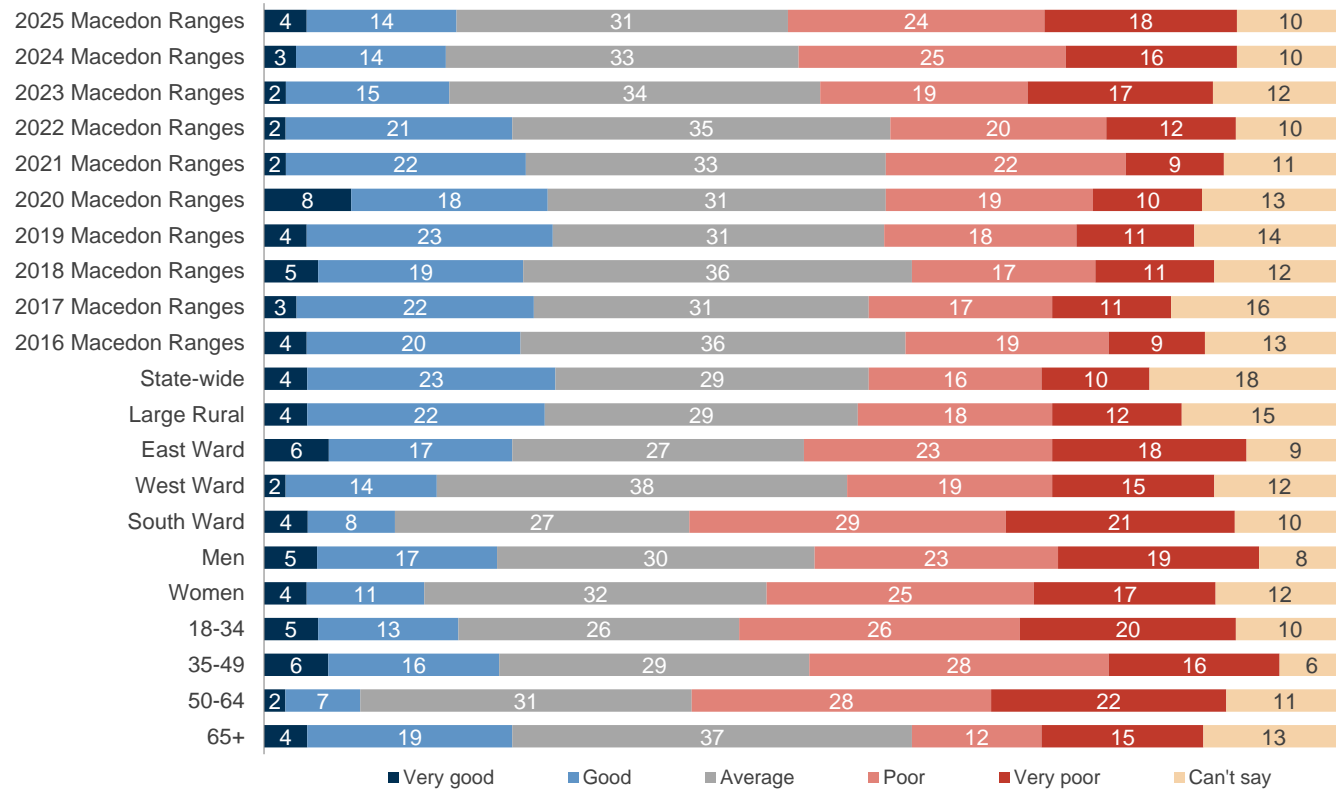
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Council's general town planning policy performance



2025 town planning performance (%)



Q2. How has Council performed on 'Council's general town planning policy' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 16 Councils asked group: 7

J W S R E S E A R C H 122

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Planning and building permits importance



2025 planning and building permits importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
South Ward	75	76	76	75	75	74	73	76	71	73
West Ward	75	73	73	74	73	76	75	76	72	74
Men	75	75	75	76	75	74	71	72	70	69
18-34	75	68	74	73	63	64	69	62	70	68
65+	75	77	74	75	78	79	75	77	75	74
50-64	74	75	78	77	80	78	75	75	72	75
Macedon Ranges	74	73	75	75	74	74	74	73	72	72
Women	73	71	75	74	73	73	76	75	75	75
35-49	73	71	75	74	76	73	75	77	72	71
East Ward	72	70	76	75	76	71	73	69	74	69
Large Rural	71▼	73	72	73	73	71	71	70	72	70
State-wide	71▼	72	72	73	73	71	71	71	72	71

Q1. Firstly, how important should 'Planning and building permits' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 18 Councils asked group: 6
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 123

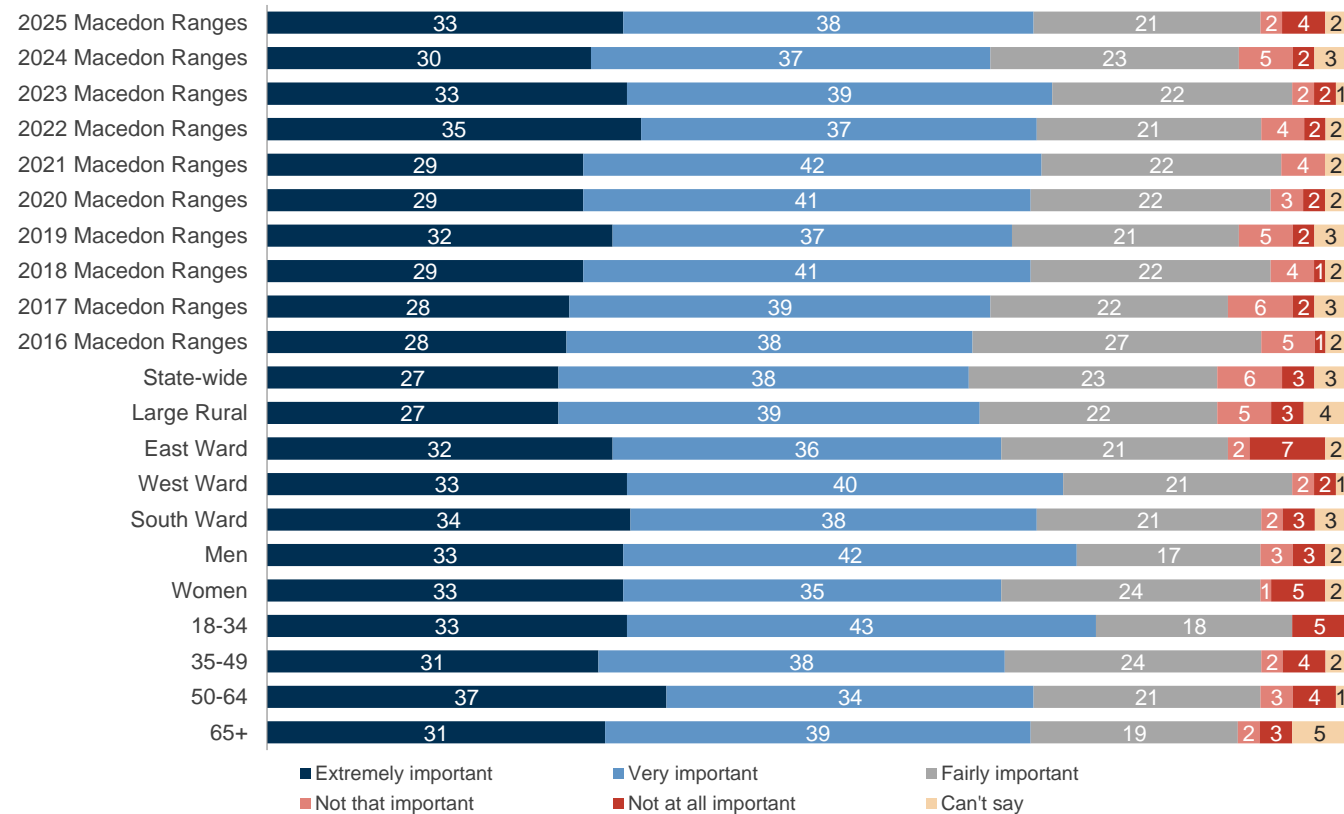
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Planning and building permits importance



2025 planning and building permits importance (%)



Q1. Firstly, how important should 'Planning and building permits' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 18 Councils asked group: 6

J W S R E S E A R C H 124

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Planning and building permits performance



2025 planning and building permits performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	43▲	45	47	50	51	51	52	52	51	50
18-34	43	45	29	46	52	52	54	46	45	54
Large Rural	41▲	41	42	46	48	49	49	49	48	50
35-49	40	37	41	40	42	44	43	43	41	39
Men	40	40	37	37	44	44	43	43	44	41
East Ward	39	40	38	36	41	46	49	45	44	50
Macedon Ranges	38	38	36	39	43	44	45	44	43	43
South Ward	37	38	38	42	42	41	47	47	44	39
65+	37	37	38	39	39	43	43	44	48	42
West Ward	36	37	33	39	45	45	38	40	40	40
Women	36	36	35	41	43	44	47	44	41	46
50-64	32▼	35	33	29	40	37	39	44	38	39

Q2. How has Council performed on 'Planning and building permits' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 26 Councils asked group: 9
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 125

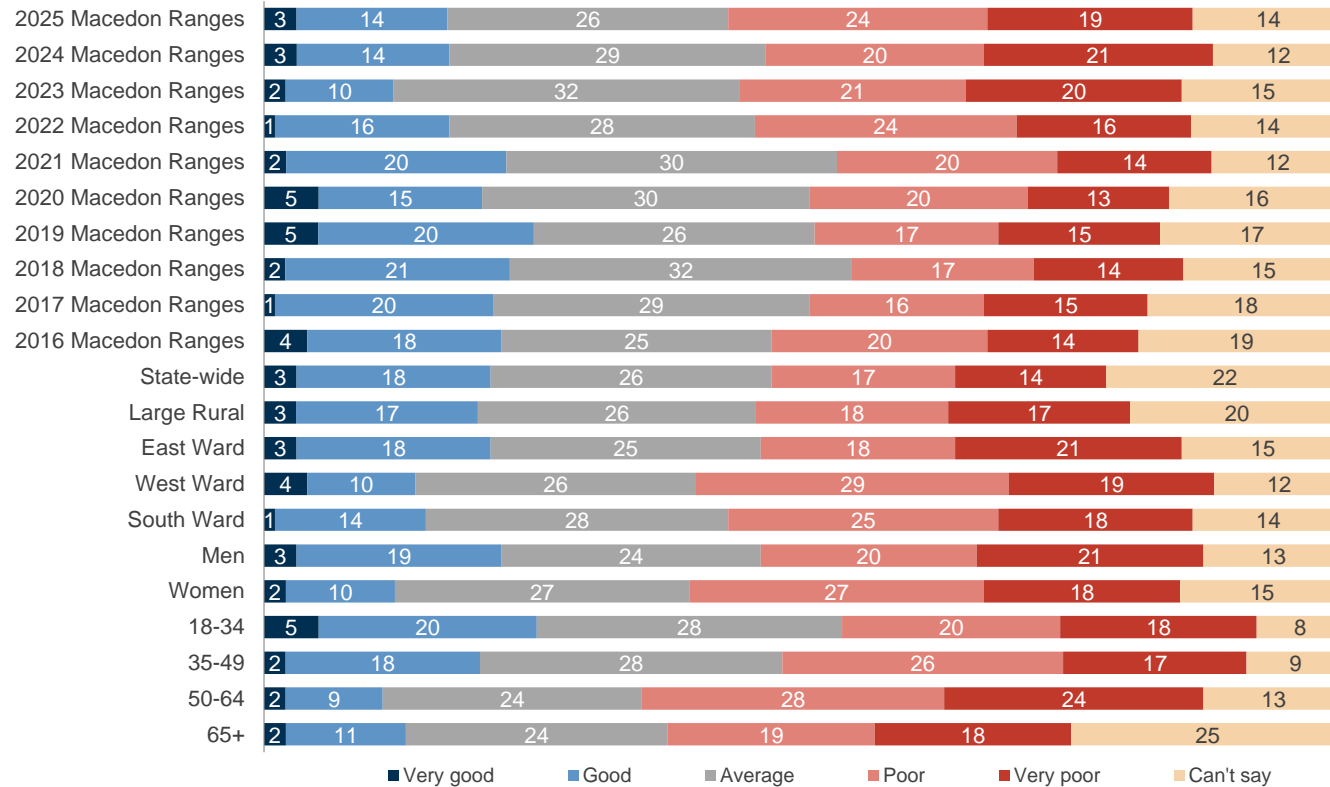
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Planning and building permits performance



2025 planning and building permits performance (%)



Q2. How has Council performed on 'Planning and building permits' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 26 Councils asked group: 9

J W S R E S E A R C H 126

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Environmental sustainability importance



2025 environmental sustainability importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Women	74▲	75	75	78	78	79	79	n/a	n/a	n/a
18-34	70	64	72	72	74	75	75	n/a	n/a	n/a
South Ward	68	68	71	77	72	77	75	n/a	n/a	n/a
East Ward	67	69	67	72	80	73	71	n/a	n/a	n/a
Macedon Ranges	67	69	70	74	74	75	74	n/a	n/a	n/a
65+	66	69	70	74	76	75	73	n/a	n/a	n/a
35-49	66	71	70	73	73	75	75	n/a	n/a	n/a
50-64	66	67	71	77	74	74	74	n/a	n/a	n/a
West Ward	65	68	73	73	72	75	76	n/a	n/a	n/a
State-wide	65	68	70	73	74	74	74	73	72	73
Large Rural	64▼	67	68	71	72	73	74	73	72	73
Men	60▼	62	65	70	70	70	69	n/a	n/a	n/a

Q1. Firstly, how important should 'Environmental sustainability' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 19 Councils asked group: 8
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 127

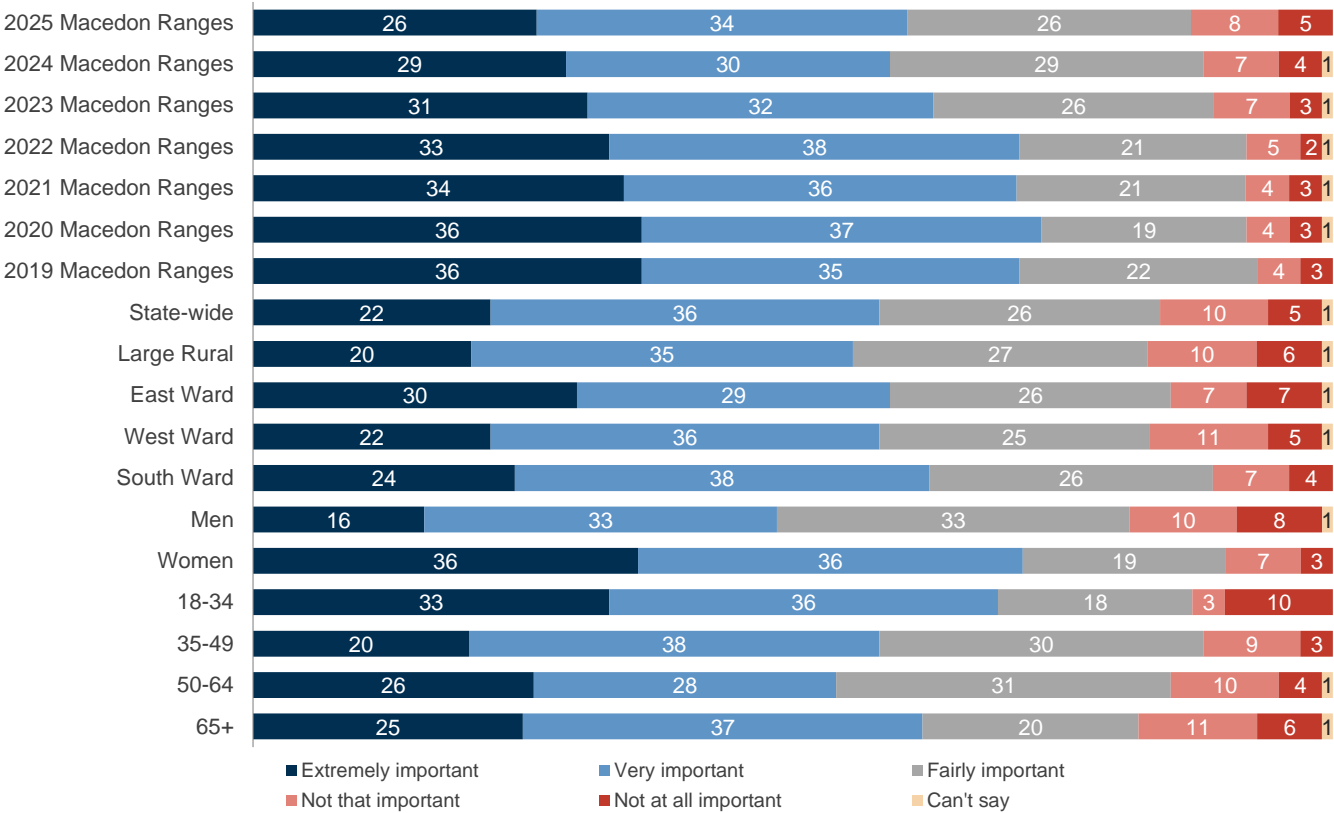
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Environmental sustainability importance



2025 environmental sustainability importance (%)



Q1. Firstly, how important should 'Environmental sustainability' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 19 Councils asked group: 8

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Environmental sustainability performance



2025 environmental sustainability performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
35-49	63	58	63	63	62	65	n/a	n/a	n/a	n/a
West Ward	61	64	61	60	62	66	n/a	n/a	n/a	n/a
Women	60	61	59	61	60	66	n/a	n/a	n/a	n/a
18-34	59	71	56	62	66	74	n/a	n/a	n/a	n/a
East Ward	59	61	58	60	58	63	n/a	n/a	n/a	n/a
State-wide	59	60	60	61	62	60	62	63	64	63
Macedon Ranges	59	61	59	60	61	66	n/a	n/a	n/a	n/a
65+	59	60	58	58	56	63	n/a	n/a	n/a	n/a
Men	58	61	59	59	61	65	n/a	n/a	n/a	n/a
Large Rural	58	58	58	59	61	60	61	61	62	62
South Ward	57	58	59	61	61	67	n/a	n/a	n/a	n/a
50-64	56	56	59	58	61	60	n/a	n/a	n/a	n/a

Q2. How has Council performed on 'Environmental sustainability' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 30 Councils asked group: 10
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 129

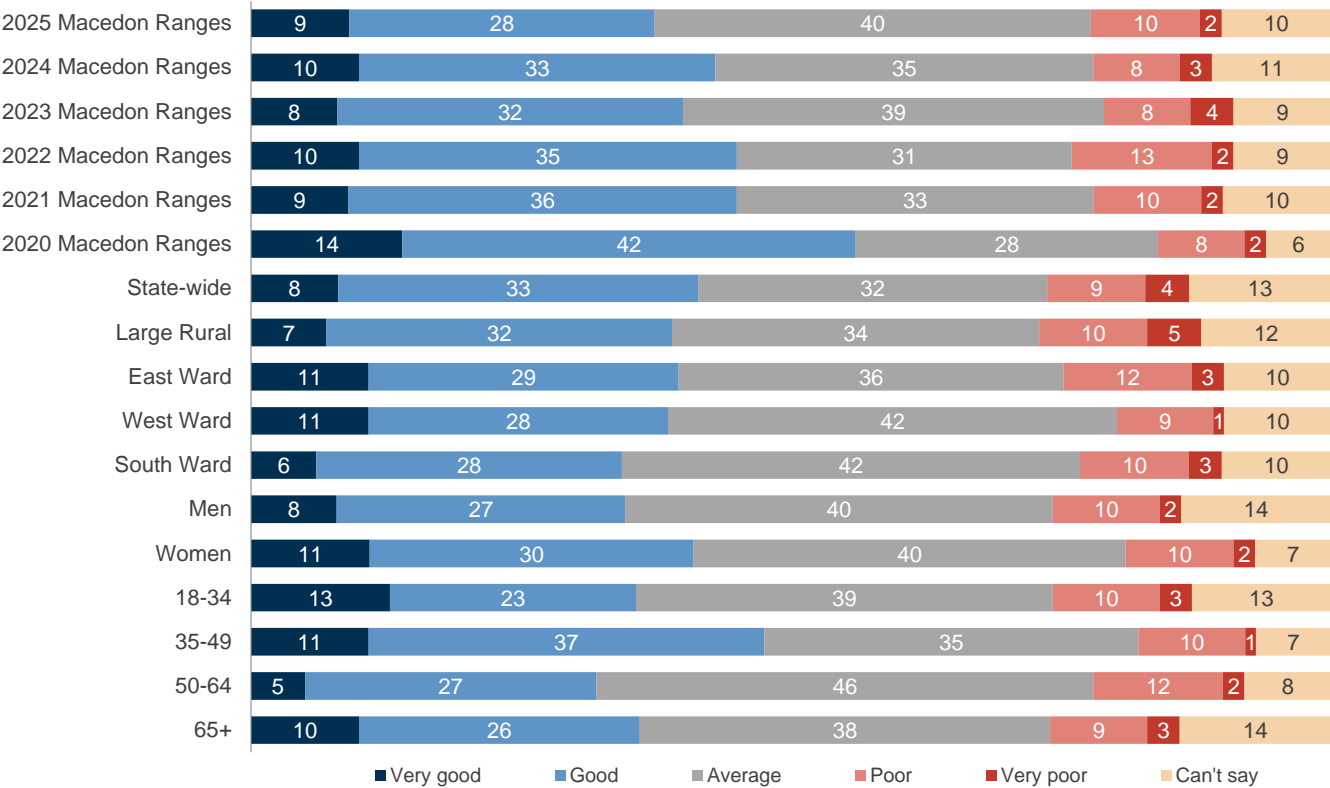
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Environmental sustainability performance



2025 environmental sustainability performance (%)



Q2. How has Council performed on 'Environmental sustainability' over the last 12 months?
Base: All respondents. Councils asked State-wide: 30 Councils asked group: 10

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Emergency and disaster management importance



2025 emergency and disaster management importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
South Ward	87▲	79	81	81	74	83	82	83	84	78
Women	86▲	86	83	86	82	86	87	86	85	86
18-34	86	77	83	85	78	83	82	80	83	80
50-64	85	83	81	83	81	79	85	82	81	82
Macedon Ranges	82	80	80	83	79	82	83	83	81	81
East Ward	81	80	80	84	83	82	85	87	79	81
West Ward	80	80	78	83	79	82	83	80	80	85
35-49	80	78	82	81	78	83	83	87	81	81
65+	79	80	76	83	77	84	83	83	81	82
State-wide	79▼	80	80	81	81	80	81	81	80	80
Large Rural	79▼	80	80	81	81	81	82	82	81	81
Men	79	72	76	79	75	79	80	81	78	76

Q1. Firstly, how important should 'Emergency and disaster management' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 12 Councils asked group: 6
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 131

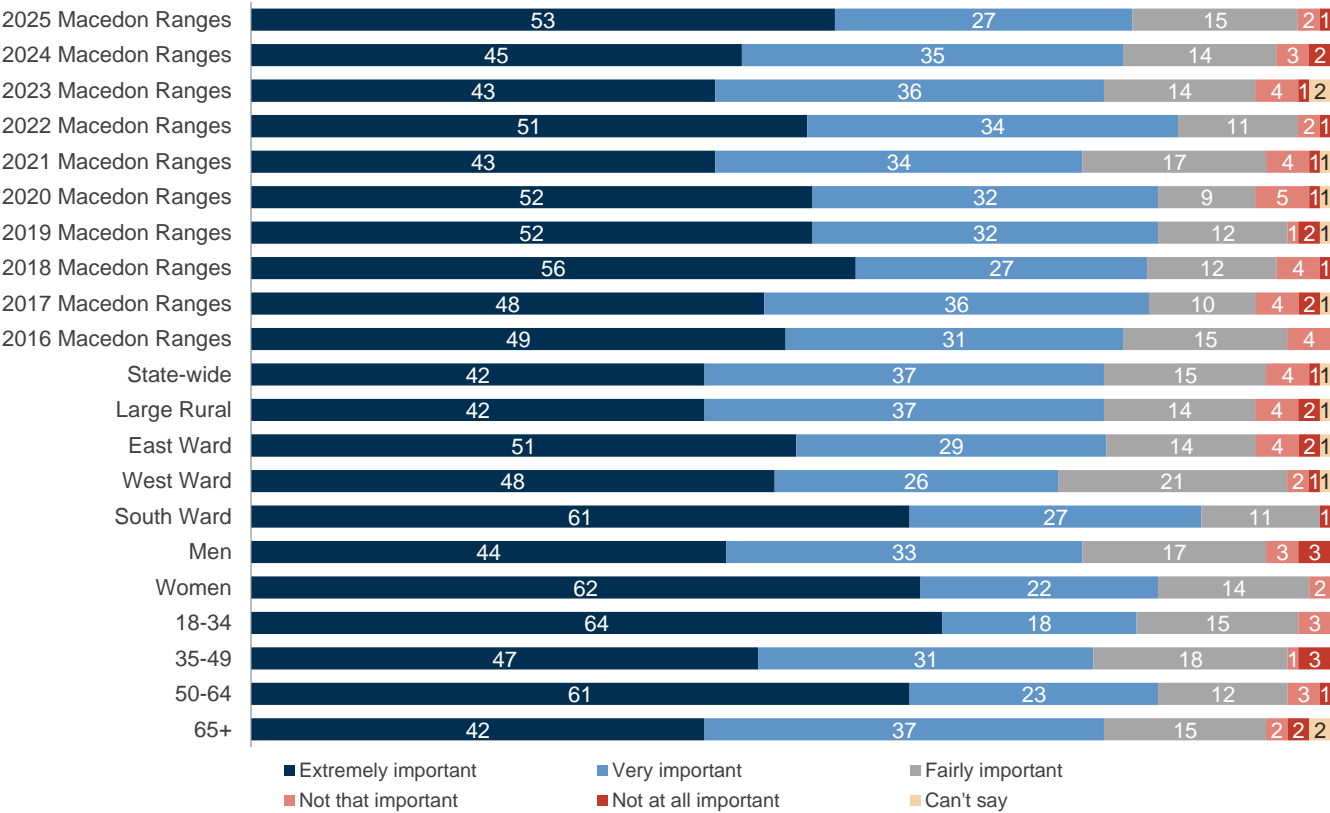
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Emergency and disaster management importance



2025 emergency and disaster management importance (%)



Q1. Firstly, how important should 'Emergency and disaster management' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 12 Councils asked group: 6

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Emergency and disaster management performance



2025 emergency and disaster management performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	70	70	55	73	68	69	75	70	82	75
South Ward	70	65	64	64	67	70	76	75	75	66
65+	67	64	60	63	70	72	71	70	72	70
35-49	66	63	62	58	65	66	74	72	72	69
Macedon Ranges	66	64	60	63	68	68	72	71	73	70
Women	65	63	60	64	69	70	76	72	75	73
Men	65	66	60	62	67	66	69	70	69	67
State-wide	65	65	65	66	71	68	72	71	70	69
Large Rural	65	65	64	66	71	69	72	71	70	70
West Ward	64	65	58	61	69	69	72	72	72	71
East Ward	63	63	58	64	68	65	69	67	70	73
50-64	59▼	61	63	57	70	66	68	73	65	68

Q2. How has Council performed on 'Emergency and disaster management' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 21 Councils asked group: 9
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 133

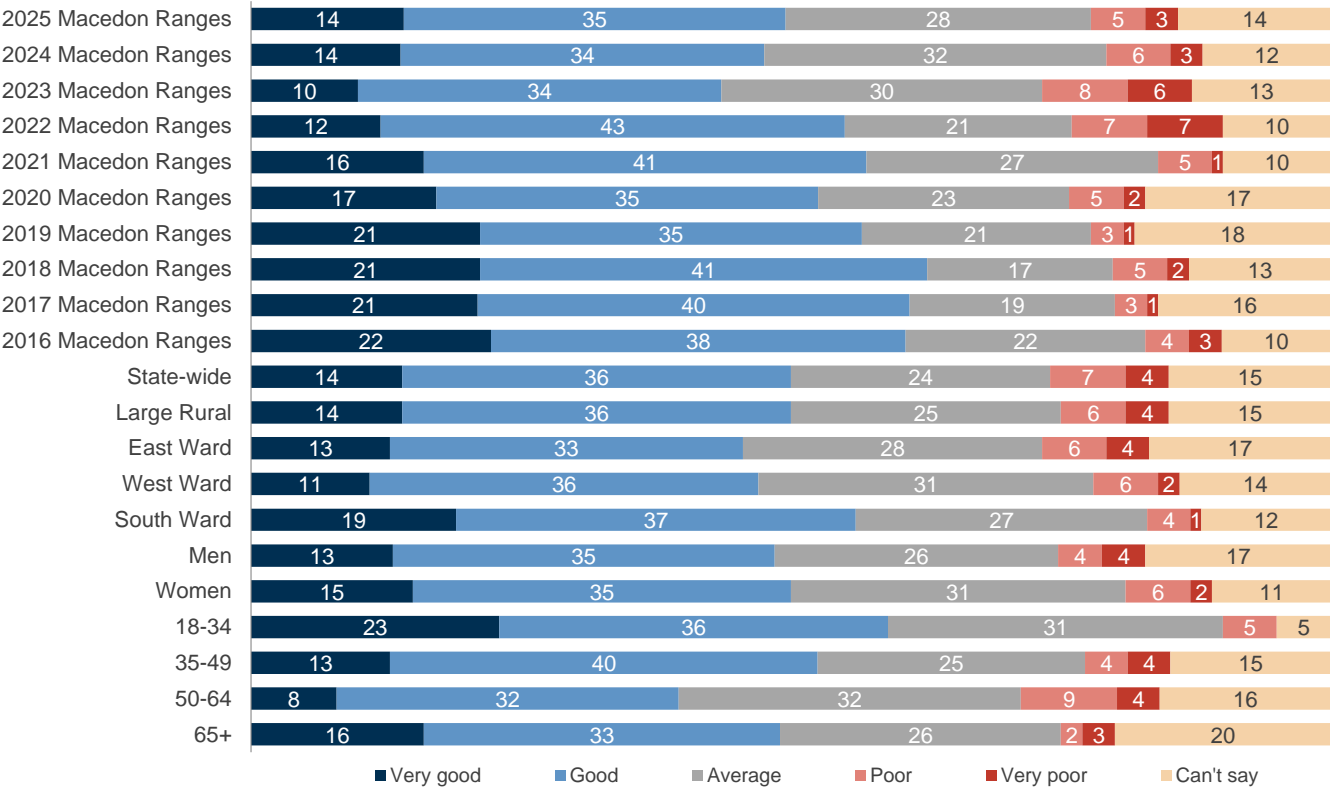
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Emergency and disaster management performance



2025 emergency and disaster management performance (%)



Q2. How has Council performed on 'Emergency and disaster management' over the last 12 months?
Base: All respondents. Councils asked State-wide: 21 Councils asked group: 9

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Planning for population growth in the area importance



2025 population growth importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	87▲	78	85	82	69	71	73	71	79	76
South Ward	86▲	81	83	81	79	81	82	84	82	76
Women	83	81	84	82	79	80	81	82	83	78
50-64	81	77	83	83	76	81	83	81	83	78
Macedon Ranges	80	79	80	81	77	79	79	80	81	76
65+	80	79	75	73	77	84	77	81	80	76
East Ward	78	79	78	84	76	81	75	78	82	74
Men	77	77	77	79	75	78	77	78	80	74
West Ward	77	76	80	78	76	77	80	78	80	79
35-49	74▼	82	83	86	83	80	83	84	83	75
State-wide	73▼	75	76	77	76	76	77	77	76	76
Large Rural	73▼	74	76	75	74	75	77	78	78	74

Q1. Firstly, how important should 'Planning for population growth in the area' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 8 Councils asked group: 4
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 135

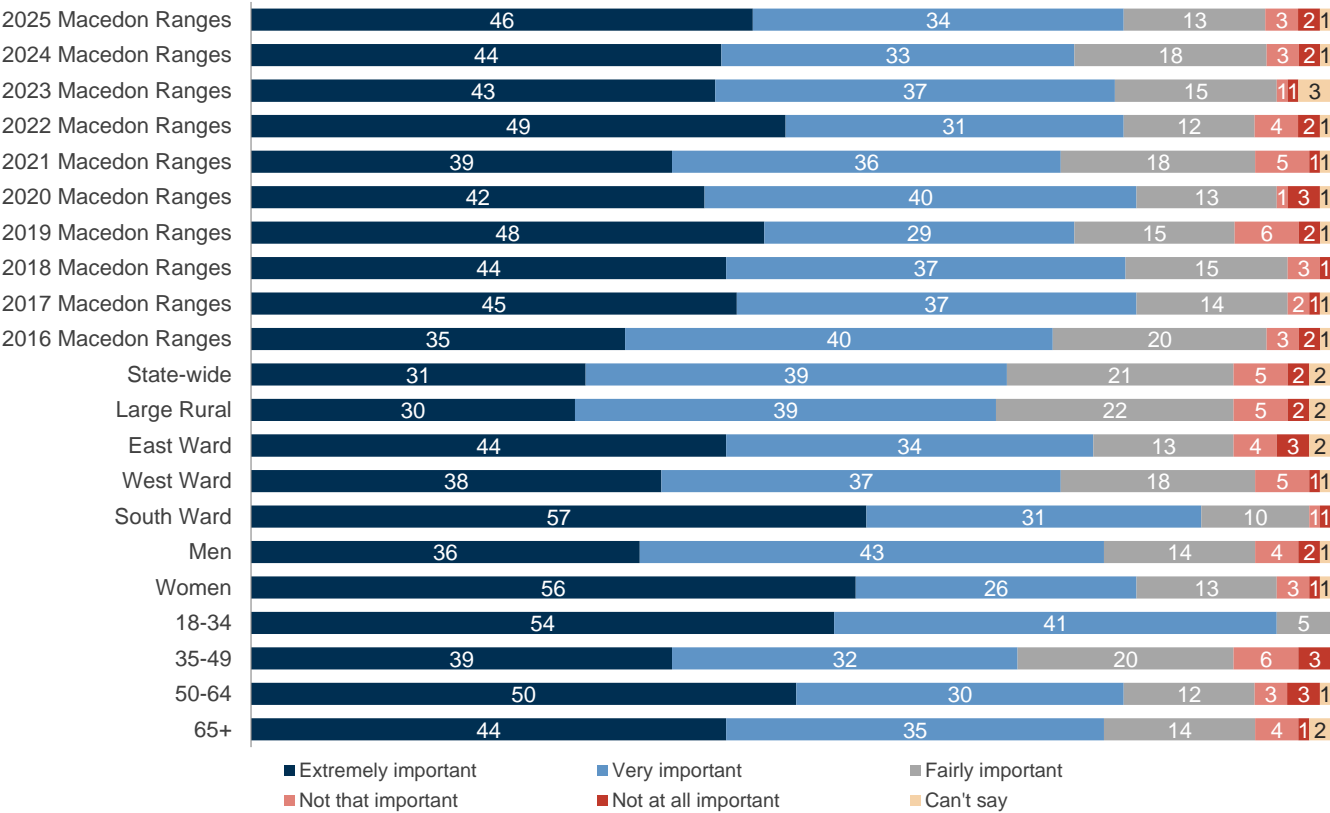
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Planning for population growth in the area importance



2025 population growth importance (%)



Q1. Firstly, how important should 'Planning for population growth in the area' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 8 Councils asked group: 4

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Planning for population growth in the area performance



2025 population growth performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	48▲	47	48	52	53	51	52	52	52	51
West Ward	47▲	44	44	46	51	50	48	54	51	46
65+	46	41	42	43	45	48	48	45	49	50
Large Rural	46▲	46	45	49	51	47	49	48	48	47
18-34	45	43	36	49	43	51	53	49	52	56
East Ward	44	38	36	39	39	43	46	44	45	52
Men	43	40	40	39	45	46	47	50	48	48
Macedon Ranges	41	38	39	41	43	45	46	47	47	49
35-49	41	32	38	39	38	41	40	46	44	48
Women	40	35	37	43	42	43	44	45	46	50
50-64	35▼	37	36	34	50	40	43	50	45	43
South Ward	33▼	33	35	39	37	41	43	45	45	48

Q2. How has Council performed on 'Planning for population growth in the area' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 13 Councils asked group: 5
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 137

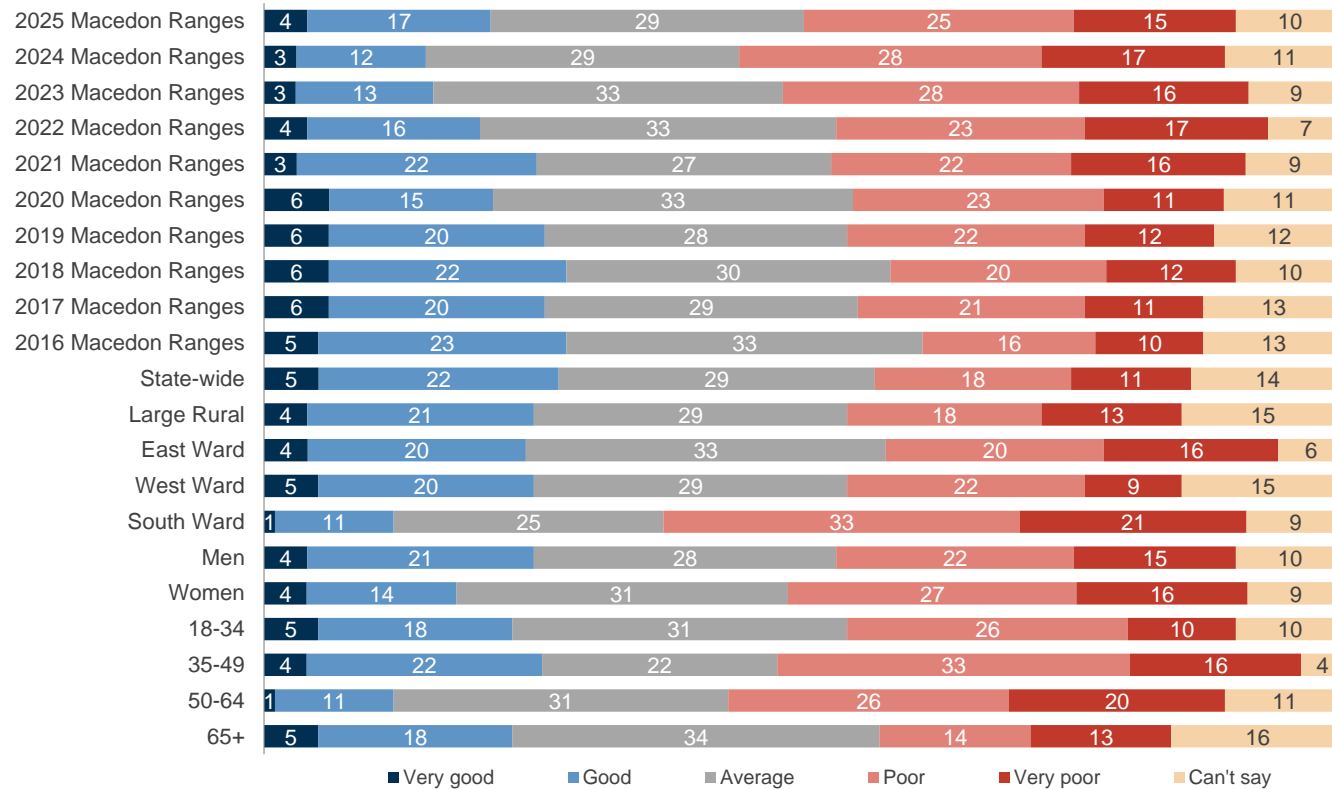
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Planning for population growth in the area performance



2025 population growth performance (%)



Q2. How has Council performed on 'Planning for population growth in the area' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 13 Councils asked group: 5

J W S R E S E A R C H 138

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Roadside slashing and weed control importance



2025 roadside slashing and weed control importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
65+	80	80	78	77	80	84	79	81	81	77
50-64	80	82	83	82	83	82	85	82	87	81
South Ward	80	79	81	80	77	74	78	74	79	77
Women	79	82	80	79	80	78	81	78	82	78
State-wide	79	80	79	79	79	78	74	73	74	73
East Ward	79	78	80	82	82	78	79	80	82	77
Large Rural	78	79	80	81	79	78	76	75	75	75
Macedon Ranges	78	80	80	80	77	76	78	77	79	77
35-49	78	78	80	85	75	72	80	77	77	79
Men	77	78	79	81	74	74	75	76	76	77
West Ward	76	83	79	78	74	76	77	76	78	77
18-34	74	79	82	75	71	65	66	67	72	71

Q1. Firstly, how important should 'Roadside slashing and weed control' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 6 Councils asked group: 4
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 139

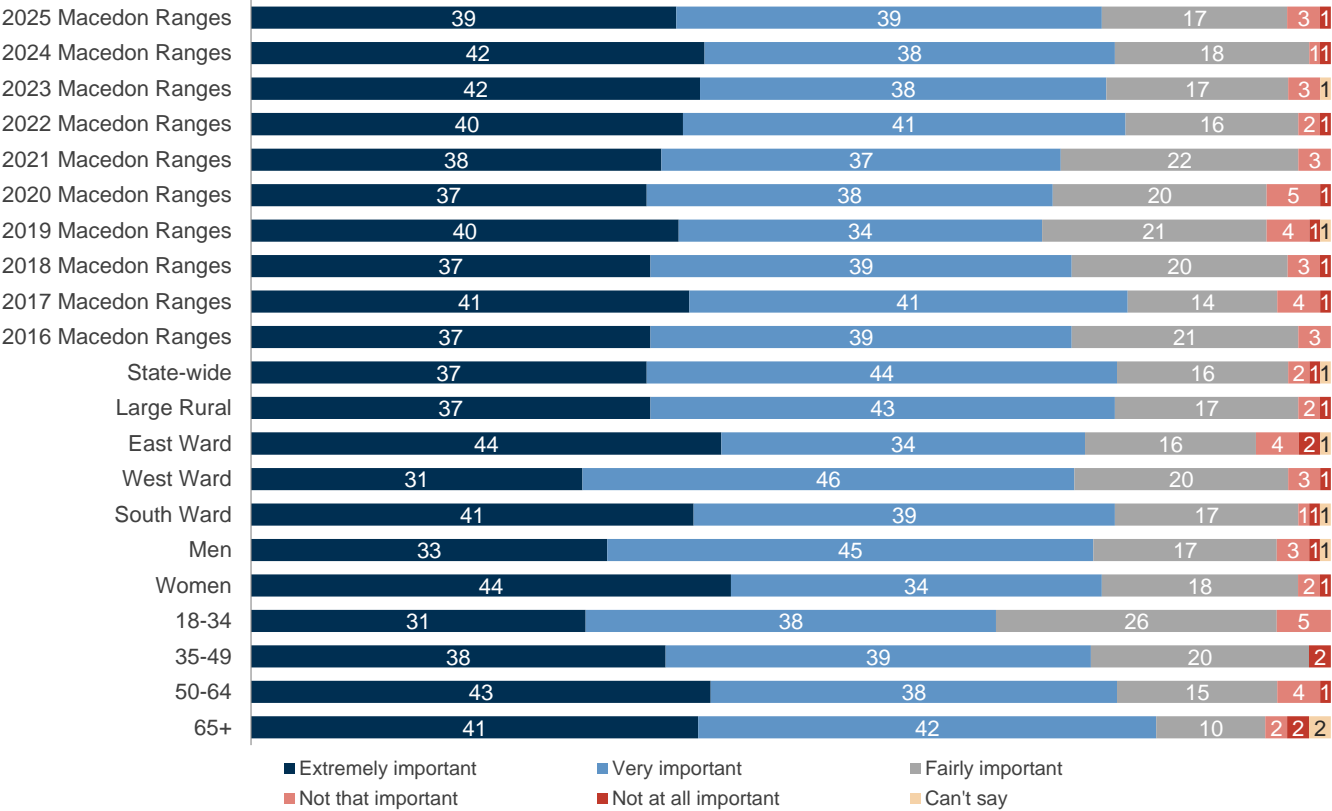
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Roadside slashing and weed control importance



2025 roadside slashing and weed control importance (%)



Q1. Firstly, how important should 'Roadside slashing and weed control' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 6 Councils asked group: 4

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Roadside slashing and weed control performance



2025 roadside slashing and weed control performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	51▲	49	39	50	43	54	56	53	48	58
State-wide	47▲	45	46	49	51	49	56	55	53	56
Large Rural	46	43	43	44	51	48	52	51	50	54
South Ward	46	49	45	47	43	50	49	49	45	49
Men	45	46	40	41	46	49	48	44	44	48
West Ward	45	44	40	43	50	52	52	48	49	51
Macedon Ranges	44	44	42	42	45	49	47	45	44	51
65+	44	44	46	41	45	49	45	41	44	50
Women	43	42	43	42	44	48	46	47	44	54
35-49	43	44	41	40	48	49	47	44	46	50
East Ward	43	39	40	35	41	44	41	40	38	54
50-64	41	40	36	36	43	42	44	44	38	49

Q2. How has Council performed on 'Roadside slashing and weed control' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 11 Councils asked group: 5
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 141

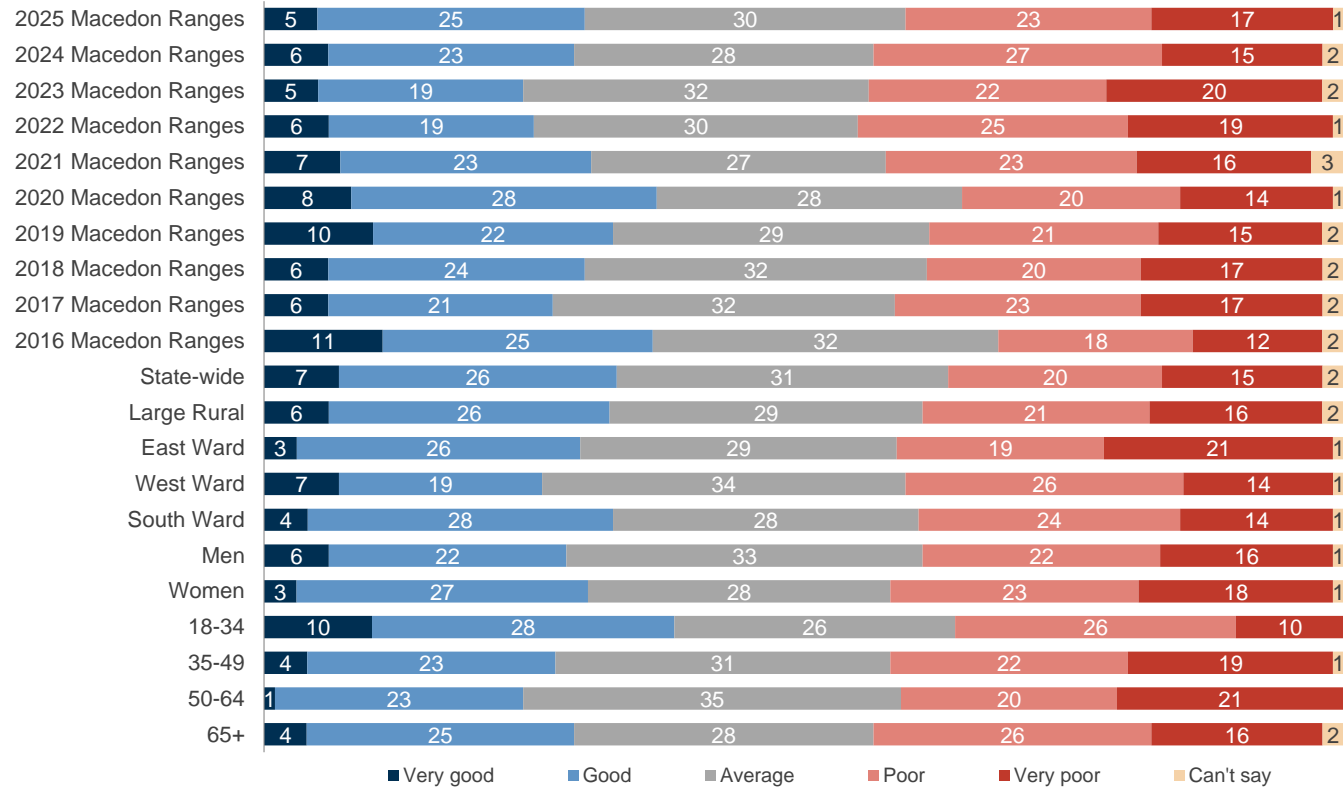
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Roadside slashing and weed control performance



2025 roadside slashing and weed control performance (%)



Q2. How has Council performed on 'Roadside slashing and weed control' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 11 Councils asked group: 5

J W S R E S E A R C H 142

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Maintenance of unsealed roads in your area importance



2025 unsealed roads importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
South Ward	87	82	83	79	77	74	79	72	75	74
18-34	87	82	86	86	80	70	79	75	74	76
Women	87	84	84	86	80	76	82	78	79	78
50-64	85	83	84	83	82	78	85	81	81	77
Macedon Ranges	84	83	84	83	79	76	81	78	79	76
35-49	84	87	86	84	75	76	80	75	77	75
East Ward	84	83	86	87	82	77	83	82	81	78
State-wide	83	84	83	83	81	80	80	80	79	79
Large Rural	82	84	83	82	80	79	79	78	77	78
West Ward	81	84	82	82	78	78	81	78	81	76
65+	81	80	80	79	79	79	80	80	83	77
Men	81	82	84	80	77	76	80	77	79	74

Q1. Firstly, how important should 'Maintenance of unsealed roads in your area' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 15 Councils asked group: 7
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 143

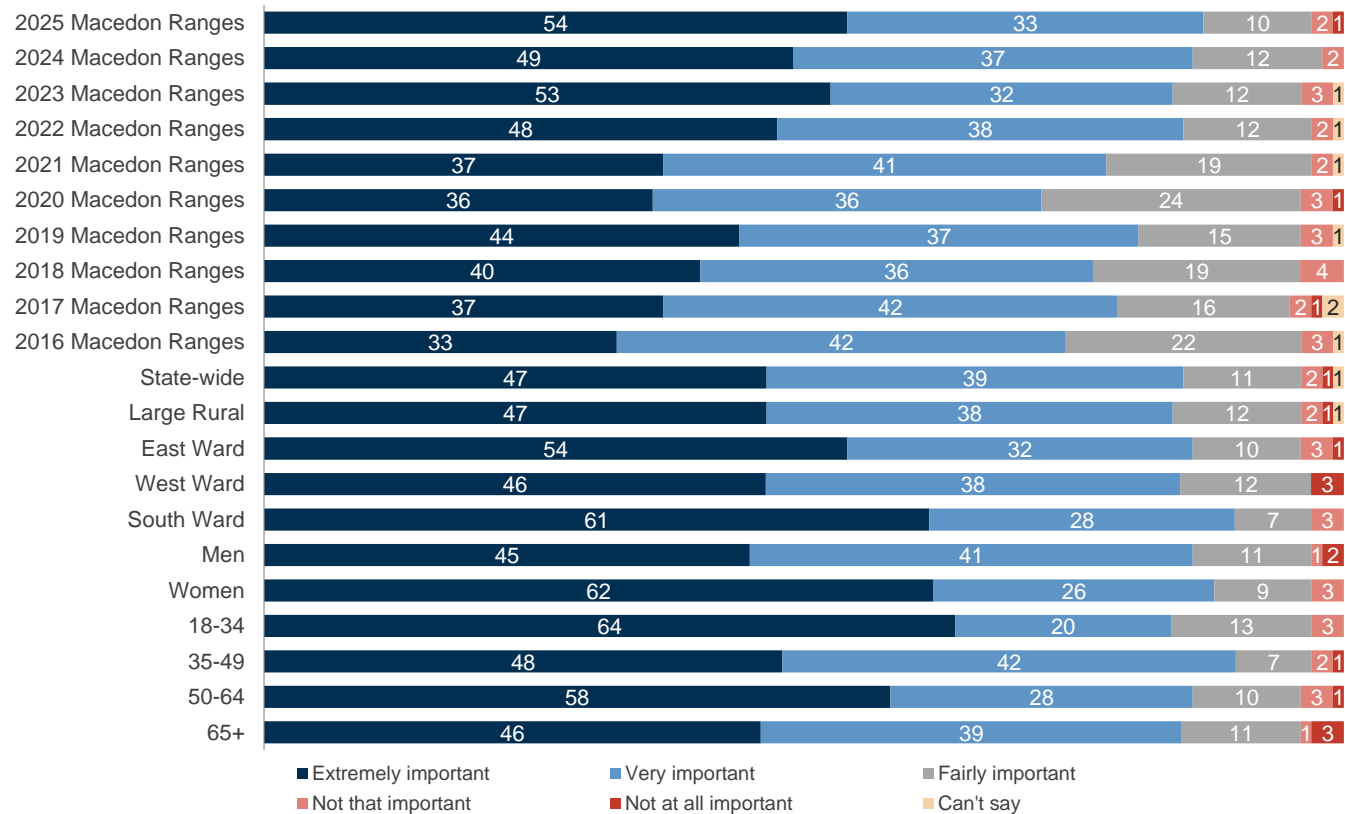
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Maintenance of unsealed roads in your area importance



2025 unsealed roads importance (%)



Q1. Firstly, how important should 'Maintenance of unsealed roads in your area' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 15 Councils asked group: 7













J W S R E S E A R C H 144

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

Maintenance of unsealed roads in your area performance



2025 unsealed roads performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	 38▲	36	37	41	45	44	44	43	44	43
Large Rural	 36▲	34	35	39	44	42	41	41	42	43
65+	 35	34	38	40	42	46	43	42	48	48
Men	 35	33	31	40	46	51	41	42	41	48
East Ward	 32	27	26	31	44	45	37	38	40	49
West Ward	 32	32	30	39	44	51	43	42	41	40
Macedon Ranges	 31	30	31	37	45	49	42	43	42	46
18-34	 31	29	24	33	44	54	43	42	41	47
35-49	 30	26	28	35	49	48	43	43	41	44
50-64	 29	30	30	37	43	46	39	44	40	45
South Ward	 29	31	37	41	46	49	45	49	45	48
Women	 28	27	31	34	44	46	43	43	43	44

Q2. How has Council performed on 'Maintenance of unsealed roads in your area' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 28 Councils asked group: 12
 Note: Please see Appendix A for explanation of significant differences.

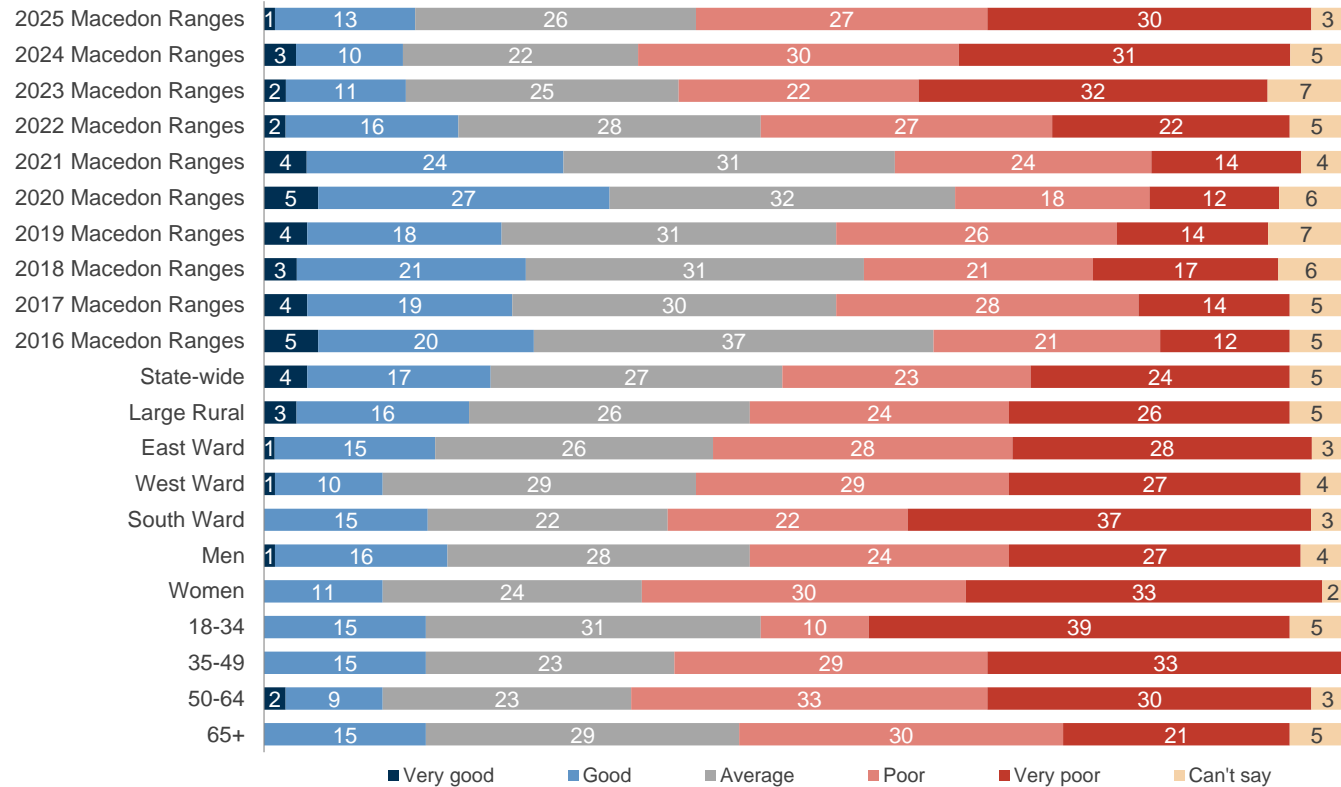
J W S R E S E A R C H 145

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council

Maintenance of unsealed roads in your area performance



2025 unsealed roads performance (%)



Q2. How has Council performed on 'Maintenance of unsealed roads in your area' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 28 Councils asked group: 12

J W S R E S E A R C H 146

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Business and community development importance



2025 business/community development importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
State-wide	69▲	69	68	70	70	69	69	69	70	70
Large Rural	68▲	69	67	68	68	68	70	69	70	71
18-34	67	60	62	64	61	n/a	n/a	n/a	n/a	n/a
Women	67	67	67	68	69	n/a	n/a	n/a	n/a	n/a
50-64	66	65	67	71	66	n/a	n/a	n/a	n/a	n/a
South Ward	65	63	65	65	65	n/a	n/a	n/a	n/a	n/a
East Ward	64	66	62	68	69	n/a	n/a	n/a	n/a	n/a
Macedon Ranges	64	64	64	67	66	n/a	n/a	n/a	n/a	n/a
35-49	64	66	66	71	68	n/a	n/a	n/a	n/a	n/a
West Ward	63	62	66	68	65	n/a	n/a	n/a	n/a	n/a
Men	61	60	62	66	63	n/a	n/a	n/a	n/a	n/a
65+	60	64	64	63	67	n/a	n/a	n/a	n/a	n/a

Q1. Firstly, how important should 'Business and community development' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 8 Councils asked group: 4
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 147

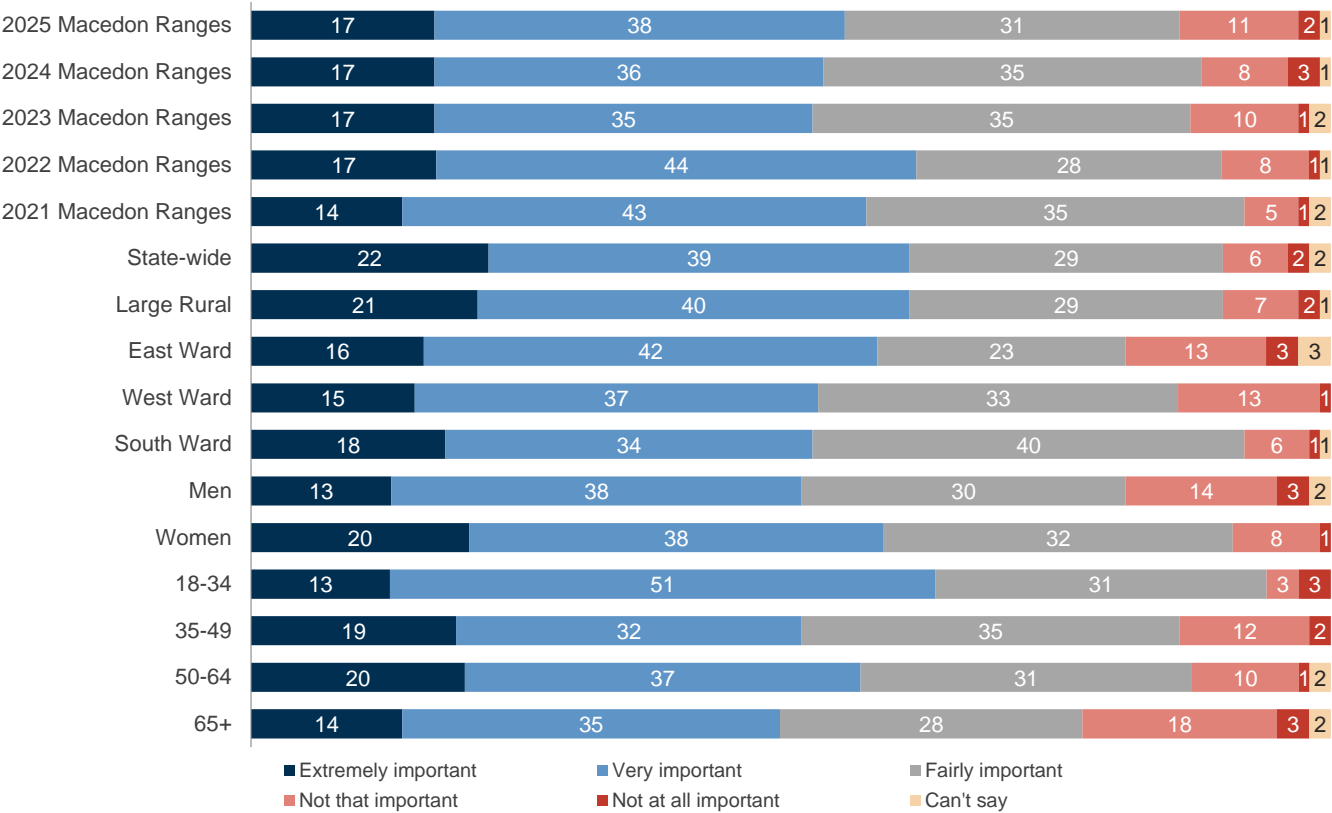
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Business and community development importance



2025 business/community development importance (%)



Q1. Firstly, how important should 'Business and community development' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 8 Councils asked group: 4

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Business and community development performance



2025 business/community development performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	55	57	52	65	58	n/a	n/a	n/a	n/a	n/a
Large Rural	55▲	59	57	58	60	60	59	58	59	58
State-wide	54	57	57	58	60	59	61	60	60	60
65+	54	52	51	53	54	n/a	n/a	n/a	n/a	n/a
35-49	53	54	53	53	56	n/a	n/a	n/a	n/a	n/a
East Ward	53	50	48	53	56	n/a	n/a	n/a	n/a	n/a
Women	53	53	53	57	55	n/a	n/a	n/a	n/a	n/a
Macedon Ranges	52	53	52	54	56	n/a	n/a	n/a	n/a	n/a
West Ward	52	56	53	52	57	n/a	n/a	n/a	n/a	n/a
South Ward	51	54	56	57	54	n/a	n/a	n/a	n/a	n/a
Men	51	54	52	51	57	n/a	n/a	n/a	n/a	n/a
50-64	47▼	52	55	47	57	n/a	n/a	n/a	n/a	n/a

Q2. How has Council performed on 'Business and community development' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 14 Councils asked group: 5
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 149

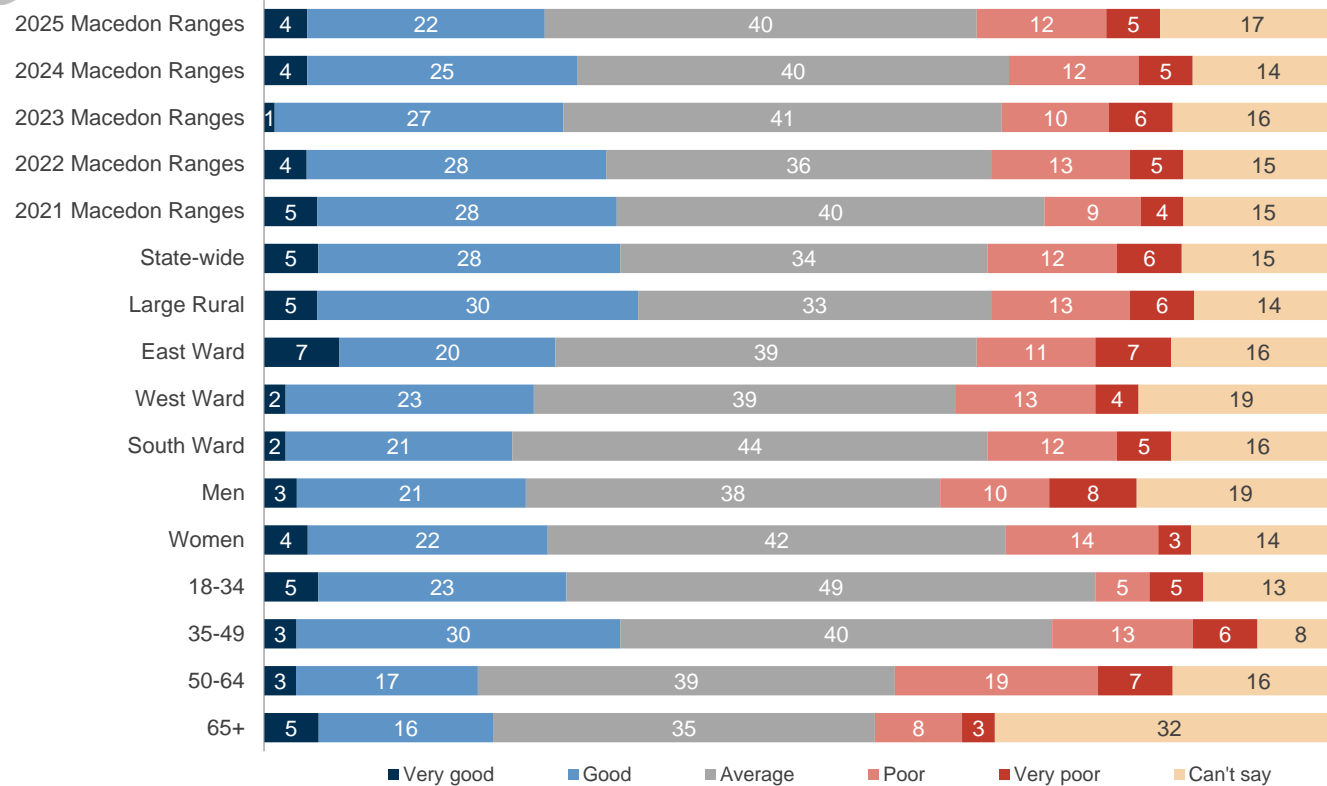
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Business and community development performance



2025 business/community development performance (%)



Q2. How has Council performed on 'Business and community development' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 14 Councils asked group: 5

J W S R E S E A R C H 150

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Tourism development importance



2025 tourism development importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	64	58	53	54	57	55	53	n/a	n/a	n/a
Women	62	60	59	64	65	62	60	n/a	n/a	n/a
West Ward	61	61	61	67	66	58	64	n/a	n/a	n/a
State-wide	60	59	60	62	63	62	59	61	62	63
South Ward	60	54	55	59	58	60	55	n/a	n/a	n/a
Macedon Ranges	59	58	57	61	63	60	59	n/a	n/a	n/a
35-49	59	55	57	64	65	59	62	n/a	n/a	n/a
50-64	58	59	64	62	66	60	61	n/a	n/a	n/a
East Ward	57	58	55	56	64	62	57	n/a	n/a	n/a
Large Rural	57	57	58	60	62	62	60	62	63	67
65+	56	58	57	62	64	66	58	n/a	n/a	n/a
Men	56	56	56	57	61	58	57	n/a	n/a	n/a

Q1. Firstly, how important should 'Tourism development' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 7 Councils asked group: 3
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 151

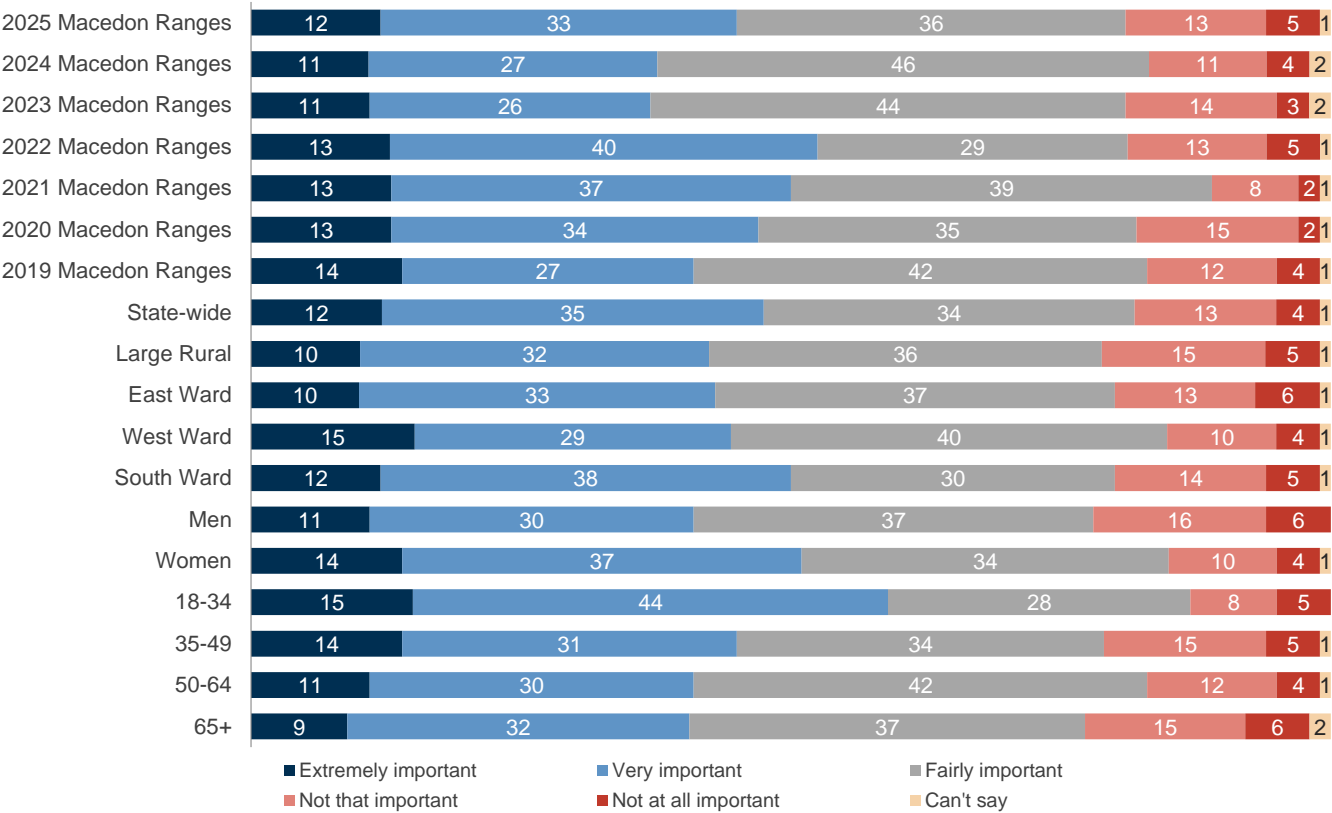
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Tourism development importance



2025 tourism development importance (%)



Q1. Firstly, how important should 'Tourism development' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 7 Councils asked group: 3

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Tourism development performance



2025 tourism development performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
18-34	63▲	62	58	66	56	69	61	n/a	n/a	n/a
State-wide	60▲	59	61	60	62	62	63	63	63	63
Large Rural	59	61	62	61	64	62	61	61	65	64
East Ward	59	51	57	57	55	60	60	n/a	n/a	n/a
Women	58	57	62	61	59	65	62	n/a	n/a	n/a
35-49	57	60	65	60	58	58	61	n/a	n/a	n/a
Macedon Ranges	57	57	60	59	58	63	61	n/a	n/a	n/a
65+	57	54	57	58	58	62	60	n/a	n/a	n/a
South Ward	56	61	64	62	57	61	60	n/a	n/a	n/a
Men	56	58	58	57	56	61	60	n/a	n/a	n/a
West Ward	56	60	60	58	60	66	64	n/a	n/a	n/a
50-64	53	55	62	51	56	63	63	n/a	n/a	n/a

Q2. How has Council performed on 'Tourism development' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 12 Councils asked group: 3
 Note: Please see Appendix A for explanation of significant differences.

J W S R E S E A R C H 153

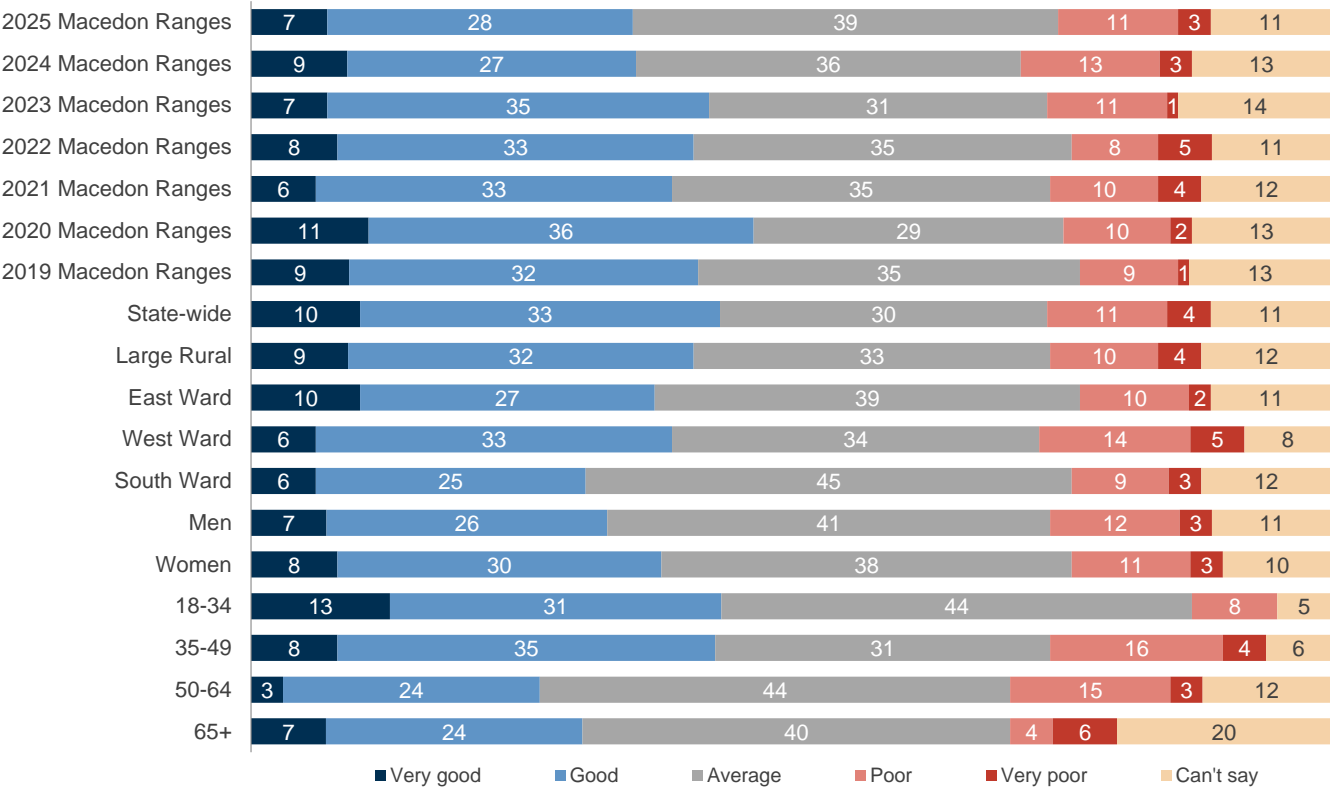
J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



Tourism development performance



2025 tourism development performance (%)



Q2. How has Council performed on 'Tourism development' over the last 12 months?
Base: All respondents. Councils asked State-wide: 12 Councils asked group: 3

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



COVID-19 response importance



2025 COVID-19 response importance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
65+	50▲	54	60	63	71	n/a	n/a	n/a	n/a	n/a
State-wide	47▲	51	57	65	71	n/a	n/a	n/a	n/a	n/a
Large Rural	47▲	50	55	62	67	n/a	n/a	n/a	n/a	n/a
Women	46	51	59	65	69	n/a	n/a	n/a	n/a	n/a
East Ward	44	45	55	57	67	n/a	n/a	n/a	n/a	n/a
Macedon Ranges	42	45	53	59	64	n/a	n/a	n/a	n/a	n/a
18-34	42	44	48	61	62	n/a	n/a	n/a	n/a	n/a
South Ward	42	44	50	59	61	n/a	n/a	n/a	n/a	n/a
West Ward	41	47	55	60	64	n/a	n/a	n/a	n/a	n/a
50-64	40	45	54	57	65	n/a	n/a	n/a	n/a	n/a
35-49	39	36	47	53	57	n/a	n/a	n/a	n/a	n/a
Men	39	39	48	52	58	n/a	n/a	n/a	n/a	n/a

Q1. Firstly, how important should 'COVID-19 response' be as a responsibility for Council?
 Base: All respondents. Councils asked State-wide: 3 Councils asked group: 2
 Note: Please see Appendix A for explanation of significant differences.

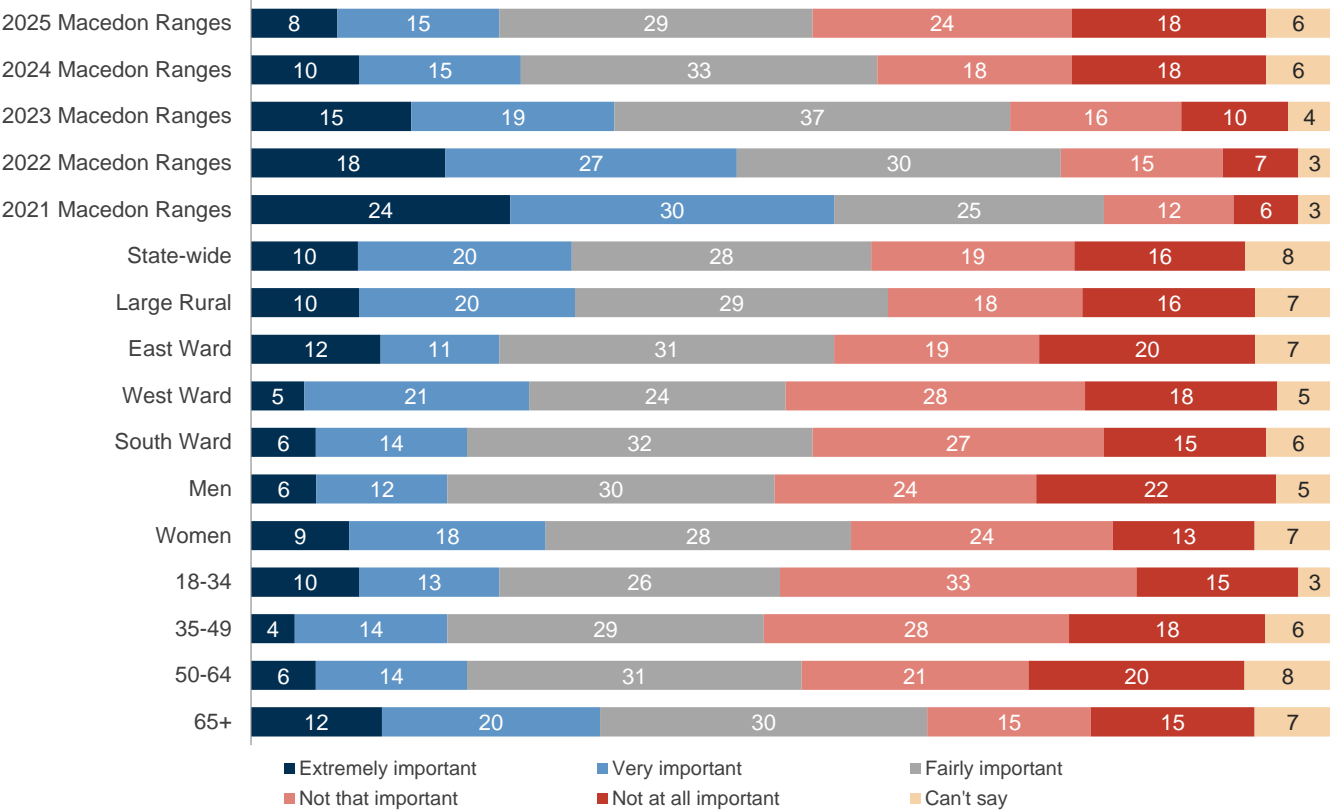
J W S R E S E A R C H 155



COVID-19 response importance



2025 COVID-19 response importance (%)



Q1. Firstly, how important should 'COVID-19 response' be as a responsibility for Council?
Base: All respondents. Councils asked State-wide: 3 Councils asked group: 2

J01430 Community Satisfaction Survey 2025 – Macedon Ranges Shire Council



COVID-19 response performance



2025 COVID-19 response performance (index scores)

		2024	2023	2022	2021	2020	2019	2018	2017	2016
Large Rural	61▲	66	67	71	74	n/a	n/a	n/a	n/a	n/a
State-wide	60▲	65	67	69	73	n/a	n/a	n/a	n/a	n/a
18-34	60	66	57	73	73	n/a	n/a	n/a	n/a	n/a
Women	59	62	61	66	69	n/a	n/a	n/a	n/a	n/a
65+	58	61	59	63	67	n/a	n/a	n/a	n/a	n/a
East Ward	57	60	60	64	68	n/a	n/a	n/a	n/a	n/a
South Ward	56	60	59	69	65	n/a	n/a	n/a	n/a	n/a
Macedon Ranges	56	60	59	64	68	n/a	n/a	n/a	n/a	n/a
West Ward	55	60	60	61	71	n/a	n/a	n/a	n/a	n/a
35-49	54	56	61	63	68	n/a	n/a	n/a	n/a	n/a
50-64	53	59	61	57	66	n/a	n/a	n/a	n/a	n/a
Men	52	58	57	62	67	n/a	n/a	n/a	n/a	n/a

Q2. How has Council performed on 'COVID-19 response' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 4 Councils asked group: 2
 Note: Please see Appendix A for explanation of significant differences.

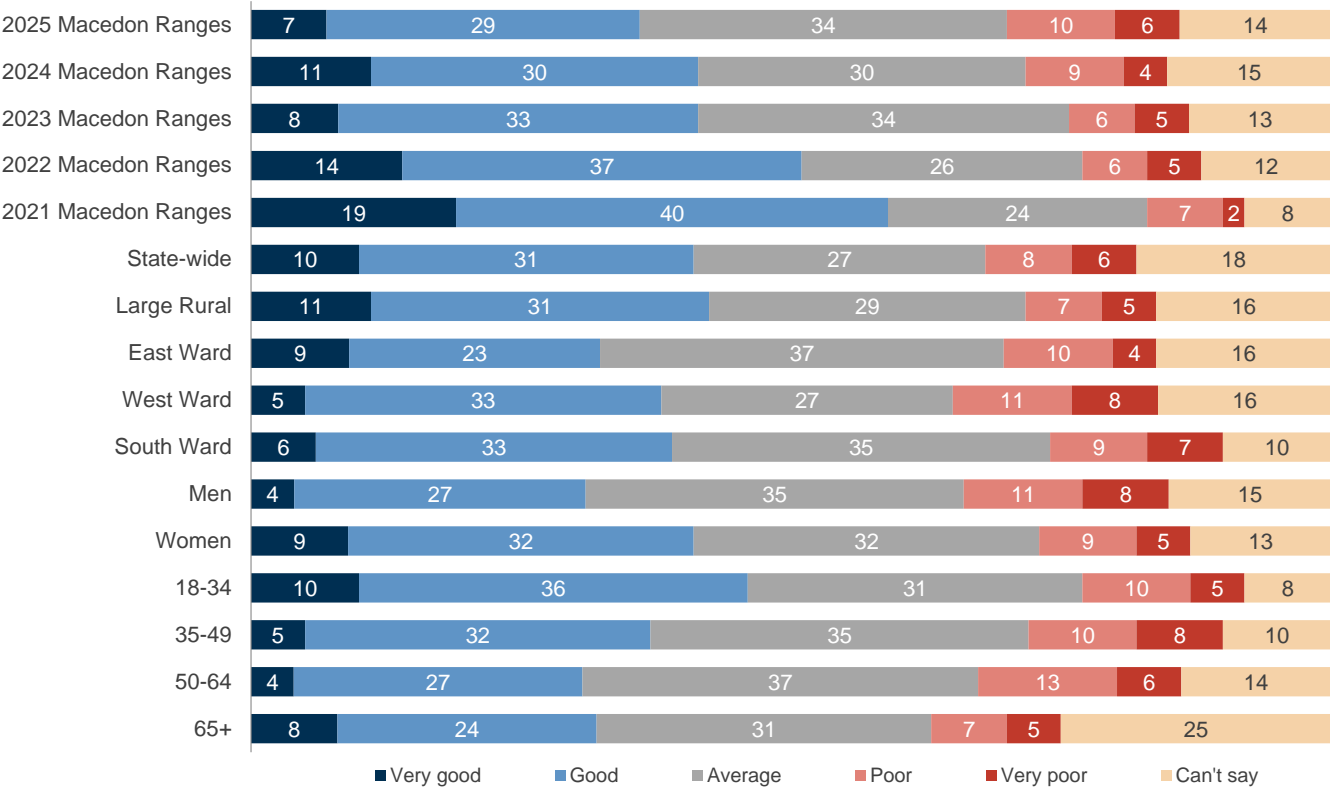
J W S R E S E A R C H 157



COVID-19 response performance



2025 COVID-19 response performance (%)



Q2. How has Council performed on 'COVID-19 response' over the last 12 months?
Base: All respondents. Councils asked State-wide: 4 Councils asked group: 2

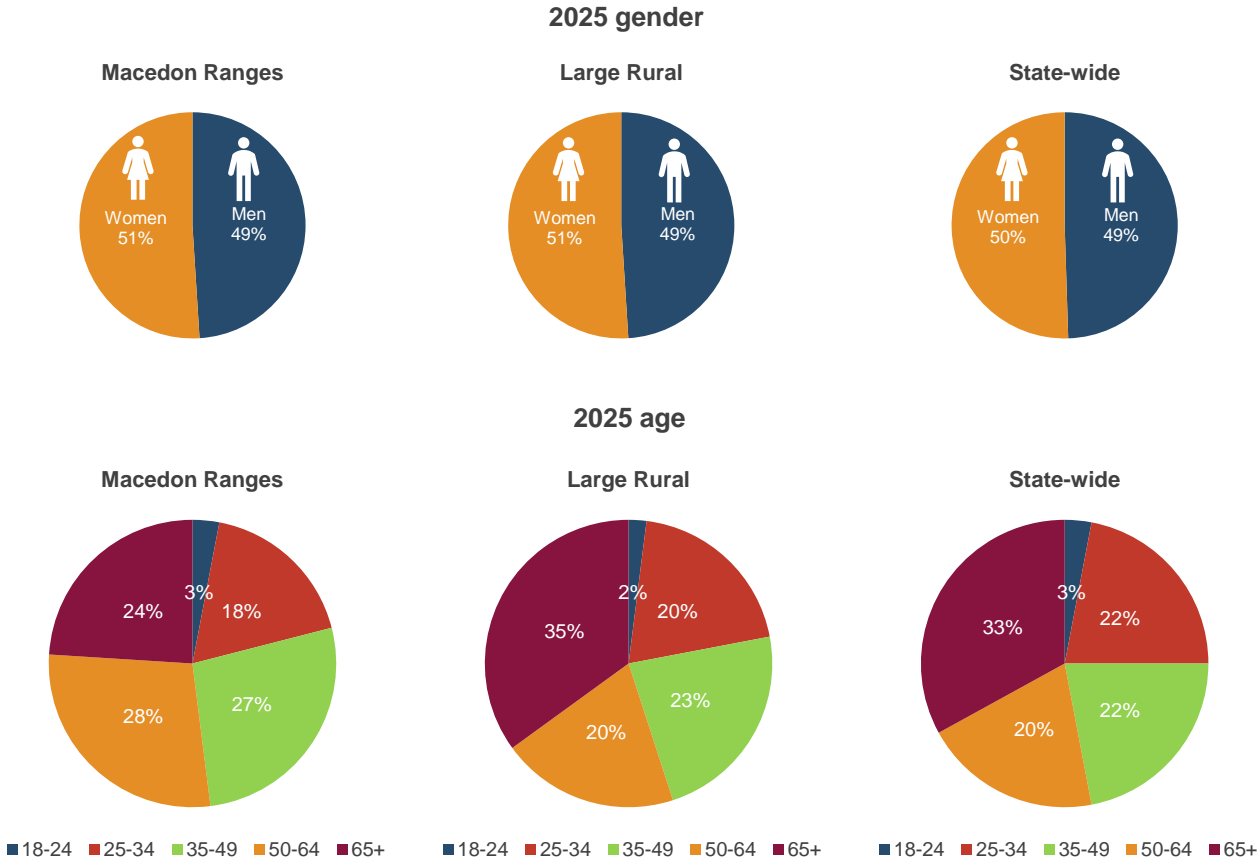
Detailed demographics




J W S R E S E A R C H 159



Gender and age profile



S3. How would you describe your gender? / S4. To which of the following age groups do you belong?
Base: All respondents. Councils asked State-wide: 56 Councils asked group: 18
An "Other" option has been included for gender, hence the results may not add to 100%.
Please note that for the reason of simplifying reporting, interlocking age and gender reporting has not been included in this report. Interlocking age and gender analysis is still available in the dashboard and data tables provided alongside this report.



Appendix A: Index scores, margins of error and significant differences

J W S R E S E A R C H 161

Appendix A:
Index Scores



Index Scores

Many questions ask respondents to rate council performance on a five-point scale, for example, from ‘very good’ to ‘very poor’, with ‘can’t say’ also a possible response category. To facilitate ease of reporting and comparison of results over time, starting from the 2012 survey and measured against the state-wide result and the council group, an ‘Index Score’ has been calculated for such measures.

The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with ‘can’t say’ responses excluded from the analysis. The ‘% RESULT’ for each scale category is multiplied by the ‘INDEX FACTOR’. This produces an ‘INDEX VALUE’ for each category, which are then summed to produce the ‘INDEX SCORE’, equating to ‘60’ in the following example.

Similarly, an Index Score has been calculated for the Core question ‘Performance direction in the last 12 months’, based on the following scale for each performance measure category, with ‘Can’t say’ responses excluded from the calculation.

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Very good	9%	100	9
Good	40%	75	30
Average	37%	50	19
Poor	9%	25	2
Very poor	4%	0	0
Can’t say	1%	--	INDEX SCORE 60

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Improved	36%	100	36
Stayed the same	40%	50	20
Deteriorated	23%	0	0
Can’t say	1%	--	INDEX SCORE 56

Please note that the horizontal (x) axis of the index score bar charts in this report is displayed on a scale from 20 to 100.

Appendix A:
Margins of error



The sample size for the 2025 State-wide Local Government Community Satisfaction Survey for Macedon Ranges Shire Council was n=401. Unless otherwise noted, this is the total sample base for all reported charts and tables.

The maximum margin of error on a sample of approximately n=401 interviews is +/-4.9% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples. As an example, a result of 50% can be read confidently as falling midway in the range 45.1% - 54.9%.

Maximum margins of error are listed in the table below, based on a population of 39,200 people aged 18 years or over for Macedon Ranges Shire Council, according to ABS estimates.

Demographic	Actual survey sample size	Weighted base	Maximum margin of error at 95% confidence interval
Macedon Ranges Shire Council	401	400	+/-4.9
Men	209	195	+/-6.8
Women	190	203	+/-7.1
East Ward	150	149	+/-8.0
West Ward	128	126	+/-8.7
South Ward	123	125	+/-8.9
18-34 years	39	82	+/-15.9
35-49 years	100	109	+/-9.8
50-64 years	140	113	+/-8.3
65+ years	122	97	+/-8.9

Appendix A: Index score significant difference calculation



The test applied to the Indexes was an Independent Mean Test, as follows:

$$Z \text{ Score} = (\$1 - \$2) / \text{Sqrt} ((\$5^2 / \$3) + (\$6^2 / \$4))$$

Where:

- \$1 = Index Score 1
- \$2 = Index Score 2
- \$3 = unweighted sample count 1
- \$4 = unweighted sample count 2
- \$5 = standard deviation 1
- \$6 = standard deviation 2

All figures can be sourced from the detailed cross tabulations.

The test was applied at the 95% confidence interval, so if the Z Score was greater than +/- 1.954 the scores are significantly different.

Appendix B: Further project information



J W S R E S E A R C H 165

Appendix B: Further information



Further information about the report and explanations about the State-wide Local Government Community Satisfaction Survey can be found in this section including:

- Background and objectives
- Analysis and reporting
- Glossary of terms

Detailed survey tabulations

Detailed survey tabulations are available in supplied Excel file.

Contacts

For further queries about the conduct and reporting of the 2025 State-wide Local Government Community Satisfaction Survey, please contact JWS Research on

(03) 8685 8555 or via email:
admin@jwsresearch.com

Appendix B: Survey methodology and sampling



The 2025 results are compared with previous years, as detailed below:

- 2024, n=400 completed interviews, conducted across four quarters from 1st June 2023 - 18th March 2024.
- 2023, n=400 completed interviews, conducted in the period of 27th January – 19th March.
- 2022, n=400 completed interviews, conducted in the period of 27th January – 24th March.
- 2021, n=400 completed interviews, conducted in the period of 28th January – 18th March.
- 2020, n=400 completed interviews, conducted in the period of 30th January – 22nd March.
- 2019, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2018, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2017, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2016, n=400 completed interviews, conducted in the period of 1st February – 30th March.

Minimum quotas of gender within age groups were applied during the fieldwork phase. Post-survey weighting was then conducted to ensure accurate representation of the age and gender profile of the Macedon Ranges Shire Council area.

Any variation of +/-1% between individual results and net scores in this report or the detailed survey tabulations is due to rounding. In reporting, '—' denotes not mentioned and '0%' denotes mentioned by less than 1% of respondents. 'Net' scores refer to two or more response categories being combined into one category for simplicity of reporting.

This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Macedon Ranges Shire Council.

Survey sample matched to the demographic profile of Macedon Ranges Shire Council as determined by the most recent ABS population estimates was purchased from an accredited supplier of publicly available phone records, including up to 58% mobile phone numbers to cater to the diversity of residents within Macedon Ranges Shire Council, particularly younger people.

A total of n=401 completed interviews were achieved in Macedon Ranges Shire Council. Survey fieldwork was conducted across four quarters from 6th June 2024 – 16th March 2025.

Appendix B: Analysis and reporting



All participating councils are listed in the State-wide report published on the DGS website. In 2025, 56 of the 79 Councils throughout Victoria participated in this survey. For consistency of analysis and reporting across all projects, Local Government Victoria has aligned its presentation of data to use standard council groupings. Accordingly, the council reports for the community satisfaction survey provide analysis using these standard council groupings. Please note that councils participating across 2012-2025 vary slightly.

Council Groups

Macedon Ranges Shire Council is classified as a Large Rural council according to the following classification list:

- Metropolitan, Interface, Regional Centres, Large Rural & Small Rural.

Councils participating in the Large Rural group are:

- Bass Coast, Baw Baw, Colac-Otway, Corangamite, East Gippsland, Glenelg, Golden Plains, Macedon Ranges, Mitchell, Moira, Moorabool, Mount Alexander, Moyne, South Gippsland, Southern Grampians, Surf Coast, Swan Hill and Wellington.

Wherever appropriate, results for Macedon Ranges Shire Council for this 2025 State-wide Local Government Community Satisfaction Survey have been compared against other participating councils in the Large Rural group and on a state-wide basis. Please note that council groupings changed for 2015, and as such comparisons to council group results before that time can not be made within the reported charts.

Appendix B: Core, optional and tailored questions



Core, optional and tailored questions

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2025 State-wide Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils.

These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Value for money in services and infrastructure (Value for money)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)
- Community consultation and engagement (Consultation)
- Decisions made in the interest of the community (Making community decisions)
- Condition of sealed local roads (Sealed local roads)
- Waste management

Reporting of results for these core questions can always be compared against other participating councils in the council group and against all participating councils state-wide. Alternatively, some questions in the 2025 State-wide Local Government Community Satisfaction Survey were optional. Councils also had the ability to ask tailored questions specific only to their council.

Appendix B: Analysis and reporting



Reporting

Every council that participated in the 2025 State-wide Local Government Community Satisfaction Survey receives a customised report. In addition, the State government is supplied with this State-wide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all council areas surveyed, which is available at:

<https://www.localgovernment.vic.gov.au/our-programs/council-community-satisfaction-survey>

Tailored questions commissioned by individual councils are reported only to the commissioning council and not otherwise shared unless by express written approval of the commissioning council.

Appendix B: Glossary of terms



Core questions: Compulsory inclusion questions for all councils participating in the CSS.

CSS: 2025 Victorian Local Government Community Satisfaction Survey.

Council group: One of five classified groups, comprising: metropolitan, interface, regional centres, large rural and small rural.

Council group average: The average result for all participating councils in the council group.

Highest / lowest: The result described is the highest or lowest result across a particular demographic sub-group e.g. men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.

Index score: A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).

Optional questions: Questions which councils had an option to include or not.

Percentages: Also referred to as 'detailed results', meaning the proportion of responses, expressed as a percentage.

Sample: The number of completed interviews, e.g. for a council or within a demographic sub-group.

Significantly higher / lower: The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.

State-wide average: The average result for all participating councils in the State.

Tailored questions: Individual questions tailored by and only reported to the commissioning council.

Weighting: Weighting factors are applied to the sample for each council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the council, rather than the achieved survey sample.

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PEOPLE IN
VICTORIA...**

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Shaping The Ranges

2025-2035

**DRAFT FOR
CONSULTATION**

Including the Community Vision, Council Plan, Municipal Public Health and Wellbeing Plan, and Disability Action Plan

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 Maddie Moser. *Artwork used with permission.*



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4

Draft Shaping The Ranges 2025-35

A message from the Mayor and CEO

We are proud to present *Shaping the Ranges 2025-2035*: a key strategic Council document incorporating our Community Vision, Council Plan, Municipal Public Health and Wellbeing Plan, and Disability Action Plan. We thank the many community members who have given their time and insights which helped to inform this document.

Its development was underpinned by a thoughtful engagement process, to better understand the aspirations and needs of our community.

During initial consultation phases, you told us of the importance of our rural character and the protection of our natural environment and biodiversity.

You told us about the pressures that come with climate change; the need to invest in built infrastructure like roads and recreational facilities; and how critical the success of business, agriculture and industry are to our local economy and our identity.

We also heard about the challenges associated with change and growth, and the balancing act that comes with population growth and housing constraints. We are working hard to ensure that growth in the Macedon Ranges is sustainable and appropriate, and we continue to advocate for more investment in social and affordable housing to meet community need.

By combining comprehensive community engagement, in-depth discussions, and evidence-led decision-making, we developed a multi-year strategic plan that reflects our community's needs and aspirations, ensuring a resilient and prosperous future for all residents.

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

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

On behalf of Council, we look forward to implementing this document and continuing to support the Macedon Ranges as an amazing place to live, work and play.



Cr Dom Bonanno
Mayor



Bernie O'Sullivan
Chief Executive Officer

About this Plan

The 'Shaping the Ranges' Plan (the Plan) brings together four strategic documents that Macedon Ranges Shire Council (Council) is required to deliver.

The Community Vision

A document that describes the community's aspirations for the future of the municipality.

The Council Plan

A document that identifies community needs and local issues, describing strategic directions that guide Council's response.

The Municipal Public Health and Wellbeing Plan

A document that establishes the aims and priorities for Council in improving and protecting the public health and wellbeing of people in the municipality.

The Disability Action Plan

A document that identifies actions to remove barriers for people with disability, increase their employment, and change community attitudes.

In bringing these documents together into one Plan for the community, Council demonstrates its commitment to:

- ensuring that the Community Vision for our shire guides everything we do
- embedding health, wellbeing, disability access, and inclusion across all that we do.

In the Plan, we provide information about our shire, who lives here and how they live, as well as information about our organisation, and what we learned from our engagement and research in putting this Plan together.

We then present the strategic directions and objectives, which will guide what we do over the next 10 years, providing examples of key projects.

The Plan provides direction to Council staff, community stakeholders and other levels of government on how best to respond to and prioritise the needs of the Macedon Ranges community.

The Plan is Council's primary strategic planning document, which means it provides overall direction for the organisation and what we do, and also guides the development of other operational plans, strategies, and budgets that may provide more detail on how we will do the things we say in this plan.

Community Vision Statement

“A regional community protecting the environment, supporting local businesses and caring for our people”



Macedon Ranges
Shire Council



Our Places

We have connected and active places and spaces for everyone

- Our roads, transport and accessibility enhance our connection.
- Our community infrastructure is accessible, fit for purpose, and meets the needs of current and future generations.



Our Environment

Our rural and natural surroundings are cared for and protected

- Our natural environment, wildlife, biodiversity and water quality are cared for and protected.
- Our actions against climate change are prioritised and enables the community to act.
- Our council and our community act in environmentally sustainable ways.



Our Economy

Our local businesses and tourism sectors are thriving and provide opportunities for everyone

- Our local economy and businesses are thriving and promote our unique identity.
- Our community promotes economic equality so that everyone can afford to live well and participate in community life.



Our People

Our community is safe, healthy and well

- Our people feel safe, respected and valued, living in a community where violence and discrimination are prevented, and not tolerated.
- Our people of all ages and abilities have the opportunity to experience positive physical and mental wellbeing.
- Our community and environment are well prepared for emergency events and can respond to and recover from them.



Our Performance

We are accountable, trusted and collaborative

- Our community experiences customer interactions that are positive, meaningful and accessible and help to shape our organisation's priorities.
- Our organisation has a safe, healthy and fair culture that drives continuous improvement.
- Our organisation is efficient, collaborative and makes accountable, transparent decisions that serve the best interests of the whole community.

About the Macedon Ranges

Our shire

Our shire covers an area of about 1,750 square kilometres and is situated in central Victoria, just under an hour's drive from Melbourne, comprising of a mix of urban and rural areas where our 56,000-or-so residents reside.

The Macedon Ranges is part of a broader Visitor Economy region Partnership that includes neighbouring council areas of Hepburn, Central Goldfields, Mount Alexander and Loddon Campaspe shires. We are known for our outdoor attractions and natural beauty such as Hanging Rock and Mount Macedon, as well as the unique rural character of our heritage villages and local artisan culture.

of settlement history, impressive landforms, and diverse natural environment of the Macedon Ranges are protected and preserved and continue to be of special significance to the people of Victoria. It celebrates the enduring links between Country and First Nations Victorians.

Traditional Owners and First Nations Peoples

The land now known as the Macedon Ranges has a rich Aboriginal heritage spanning at least 30,000-40,000 years¹. The area is home to three Traditional Owner Groups: the Wurundjeri Woi-wurrung Cultural Heritage

Celebrating our distinctive areas and landscapes

The Macedon Ranges has long been recognised as having several distinctive attributes and dominant features in our landscape.

The Victorian Government designated the Macedon Ranges as the first area to be afforded the maximum protection possible under the Distinctive Areas and Landscapes provisions of the *Planning and Environment Act 1987*.

The Macedon Ranges Statement of Planning Policy provides a framework to ensure the outstanding landscapes, layers

¹ Source: Macedon Ranges shire – Thematic Environmental History, October 2023



Aboriginal Corporation (Wurundjeri Woi-wurrung), Taungurung Land and Waters Council (TLaWC) and Dja Dja Wurrung Clans Aboriginal Corporation (DJAARA). The First Nations Peoples who live in the shire today are diverse, coming from these three Traditional Owner Groups, as well as many nations from across Australia.

There are many places of Aboriginal cultural significance across the shire, including:

- Hanging Rock: a sacred and highly significant place and an important intertribal ceremonial meeting place. Oral traditions indicate it was the location of large intergroup gatherings for trade and ceremonies. Stone in stone tools found there comes from considerable distances, indicating the place was part of a much larger social and economic network. There is an important natural spring that was a source of water and is an important cultural and spiritual site.
- Wil-im-ee Moor-ring (Mount William): essential for the production of 'greenstone' axes by Wurundjeri Woi-wurrung Peoples.

Today, Traditional Owner Groups have their unique rights to their Country recognised under a range of Victorian legislation, including the *Charter of Human Rights and Responsibilities Act 2006*. This Act also recognises the distinct cultural rights of all First Nations People and communities.

Wurundjeri, TLaWC and DJAARA are Recognised Aboriginal Parties, and TLaWC and DJAARA also have signed Recognition and Settlement Agreements with the State of Victoria, which acknowledge a range of Traditional Owner rights, including rights to practice culture, participate in decisions about natural resource management and proposed land use activities on Crown land within their boundaries.

We engage in cultural protocols in our day-to-day work as an organisation, such as an Acknowledgement of Country at the beginning of meetings or events. These cultural protocols promote respect and recognition of the unique history of our area and its First Nations Peoples.

We work with our three Registered Aboriginal Parties, and our relationships with them are crucial to our ability to deliver on our role in protecting and conserving places of Aboriginal cultural heritage significance and promoting community awareness of First Nations histories and cultures.

We will continue to work with and partner with the Traditional Owners of the land now covered by the Macedon Ranges Shire Council and support their self-determination, aspirations and goals as outlined in their respective Country and Strategic Plans.



Our Agricultural Background and Early European Settlements



The municipality is one of the earliest European settlements in inland Victoria, with record of first settlers from around the year 1836, initially largely occupied for grazing and farming purposes, then later by farmers supplying produce such as grains, potatoes and peas to the goldfields. In the nineteenth century, the region also became known for wine growing. Although agricultural produce has changed over time it remains an important part of the local economy today.

The Shire of Kyneton was established in 1865, along with the Shire of Romsey (1862), Gisborne (1871), Newham (1861) and Woodend (1871). In 1995, these shires were merged to form the Shire of Macedon Ranges.



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Draft Shaping The Ranges 2025-35

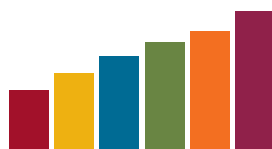
Our people and how they live

Population size



56,073

residents live in the shire



Population expected to grow to **75,300** by 2046

The greatest growth (+187%) will occur for those **aged 85+**



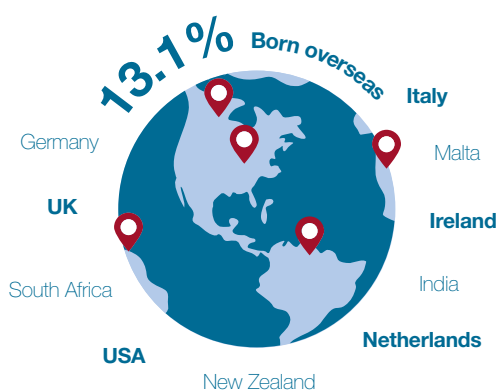
The largest number of new residents will be **parents and homebuilders**

Demographics



43

Median age of residents in the shire



4.5%

Speak a language other than English at home

5.1% of residents **need assistance** in their day-to-day lives due to age or disability



9.5% of people in the shire identify as **LGBTQIA+**

49.3% of residents reported **no religion**. The largest religious group was Western (Roman) Catholic (22.3%)



Employment and industry



63.3%

Employment rate for residents, and 12.5% for those who reported a need for assistance

5.4%

of those aged 15-25 in the shire **were not working or studying**



Top 5

Employment sectors

- 1 Health Care & Social Assistance
- 2 Construction
- 3 Education & Training
- 4 Retail
- 5 Accommodation & Food Services

With the highest growth expected in **Construction and Residential Care & Social Assistance**



19.2%

of residents 15 and over **volunteered**



Construction and Construction Services make the biggest contribution to **economic output in the region**

Households



\$926K

Median house price

Compared to \$895,000 in Metro Melbourne



\$607

Median weekly rent

compared to \$580 in Metro Melbourne



More households are classified as **high income** when compared with regional Victoria



Mortgage and rental stress was experienced in 11.2% and 32.2% of households respectively

Health and wellbeing

Only 1 in every 2 adults, and 3 in 4 children meet daily **fruit consumption guidelines**



18.5% of adults experience **loneliness**, particularly younger adults (aged 18-24)



Less than 1/2 of residents participate in the recommended 150 minutes of **exercise** each week



70% of men and 45% of women were likely to drink an amount in a single sitting that can increase their risk of injury



The most commonly reported health condition in the Macedon Ranges was **Mental Health Condition**



11.3% increase in **family violence incidents** recorded, compared to the previous year

Nearly **1/4** of residents reported worrying about **food insecurity**, with concerns being most common among women and younger individuals



\$9.5 million

Worth of **gambling losses** in 2023-24 (nearly triple that of neighbouring shires)

9.7 per 100,000 **traffic accidents** in the shire compared to 4 per 100,000 in Victoria



Sustainability



On road emissions

remain higher than Victorian averages (30.2% compared to 19%), while rail emissions remain substantially lower



Residential emissions

from electricity remain higher than Victorian averages (20.8% compared to 15%)

8,730



rooftop solar systems

which equates to 37.9 % of rooftops, about 9.6% higher than the state average

Statistics are current as of April 2025, References:

forecast.id.com.au/macedon-ranges | Macedon Ranges shire – Thematic Environmental History, October 2023 | health.vic.gov.au/population-health-systems/victorian-population-health-survey | relv.com.au/market-insights/victorian-insights | Crime Statistics Agency | phidu.torrens.edu.au/social-health-atlases/data-archive/data-archive-social-health-atlases-of-australia | 2021 Census Quick Stats | Victorian Responsible Gambling Foundation 2023 | Macedon Ranges municipal emissions snapshot 2022/23 | Australian Photovoltaic Installations Map | app.remplan.com.au/macedonranges/economy/industries/employment.

Our unique challenges

Responding to and balancing population growth



Our shire has experienced significant growth over the past decade, particularly in and around Gisborne. This growth is expected to continue, with our shire projected to be home to 75,303 people by 2046, a growth of 34%¹. We acknowledge the pressures that population growth has on our environment, biodiversity and the rural character of the shire.

The Statement of Planning Policy and other strategic documents have guided and managed this growth over the past 10 years, directing development to six townships within our shire: Gisborne, Kyneton, Romsey, Riddells Creek, Woodend, and Lancefield. The recently released Plan for Victoria identifies a housing target of 13,200 new dwellings in our shire by 2051. Our shire has a shortage of diverse and affordable housing, with most dwellings being larger in size, resulting in higher housing prices. A significant proportion of the community comprises of single, and two person households and a growing proportion of persons aged over 70 years. There is a predominance of detached houses, typically on large lots, 1000 square metres and above. An increase in diversity of housing, including affordable housing provision is desirable in well serviced locations.

¹ forecast.id.com.au/macedon-ranges

We support human-scale development that enhances community connection, including well-designed housing, street widths appropriate for public transport, and village-type strip shopping that encourages community interaction. We will design safe, welcoming community spaces, and natural, open space to enhance wellbeing and protect biodiversity.

With this projected growth also comes increased community expectations for new and expanded infrastructure, such as roads, footpaths, community spaces, parks, and recreation. Developer contributions only cover part of the cost for new facilities.

Once new facilities are built, associated infrastructure such as roads are handed over to Council to manage and maintain, and new budget allowances need to be made. A key challenge for growth also includes supporting the development of local economic amenities. Council allocates land for these amenities; however, developers and retailers are still needed to fund, construct and open the facilities, which is often after demand from the local community has been established.

Our landscape

Our shire comprises of many thriving and independent townships, villages and hamlets, giving it a unique rural charm that attracts



visitors and residents alike. The impact of Council serving several small towns, as opposed to one or two population centres, is a greater spread of resources to support the sustainable and equitable provision of infrastructure and services. Future planning should consider the needs of our Municipal Community, future residents and visitors, such as our ageing population, and how we can facilitate the additional and unique services each area will require (for example, ageing in place within the independent townships and villages).

Physical connectivity between townships and villages supports our residents in moving across and within our shire via both private and public transport, enabling equitable access to the services and activities they need. This also presents an additional challenge with a dispersed population.

Our region's natural environment and character, including granitic hills, mountains, valleys, established forests and bushland, form part of a cultural landscape and are an asset to the Macedon Ranges community; however, they can also obstruct or interfere with telecommunications signals, and make the installation of critical telecommunications infrastructure more challenging. This makes it more difficult to provide all areas across the municipality with reliable coverage, compared with other shires in Victoria, resulting in issues with digital connectivity. Limited digital connectivity impacts economic and social opportunities and development, hindering residents' ability to work, access essential services and participate in everyday transactions that require digital connectivity.

Council will continue to address communication and digital connectivity challenges across our shire, partnering with telecommunications providers and other levels of government and stakeholders to identify short and long-term solutions to address blackspot areas across our shire.

Affordability in the shire



In recent years, the cost of living has continued to rise, placing greater financial pressure on both residents and Council.

The cost of essential services such as housing, groceries and insurance has grown rapidly. Housing costs are particularly high in the Macedon Ranges, where both rental and purchase prices for housing exceed regional averages. Residents have also reported increasing grocery costs as a major concern, particularly in areas with limited access to affordable retail options.

Cost-of-living pressures are shown to have a broad range of impacts on our community¹ including secondary impacts on mental and physical health. This includes adverse effects on behaviours that contribute to long-term health and wellbeing such as eating nutritious food and not engaging with harmful activities such as vaping.

As more residents face financial hardship, there is increasing pressure on Council to further subsidise community programs and services, provide access to information on financial assistance, and advocate for fairer state and federal cost structures, including taxes and service charges. Acknowledging the cost-of-living pressures faced by much of the community, and the effects on health and wellbeing, the Council undertakes to contain

¹ Victorian Health Promotion Foundation Report: High Inflation and Implications for Health

its own costs and rationalise expenditure to limit the financial burden it places on the community. In undertaking discretionary projects the Council will ensure it will conduct thorough cost-benefit analyses, and statistically relevant community consultations, before such projects are commenced. In line with Council's Transparency Policy it will provide the community with the detailed cost-benefit analysis and results of community consultations, before initiating any discretionary projects.

Financial constraints



Council is experiencing an increasing gap between the Rate Cap (the maximum percentage that we can increase in total rates revenue each year as set by the State Government of Victoria), and the Consumer Price Index, which is resulting in growing costs of materials, construction, labour and staffing. This means we have a bigger increase in the cost of delivering our services compared with the amount of money we can generate through rates and charges.

Our ageing infrastructure assets are needing a greater portion of funds in the budget to keep them in working order for our community to enjoy, impacting our ability to spend money on the delivery of other services. We acknowledge that population growth puts disproportionate load on infrastructure

We are also experiencing more cost-shifting from other levels of government. For example, Council's Maternal and Child Health service costs were once shared 50% by us and 50% by the Victorian Government, however, due to increasing costs, Council now covers 63% of the costs of the service. Council will actively push back against State and Federal Government cost-shifting

In addition to these financial constraints, we are experiencing increased demand for our services as our population grows and increased community expectations relating to the quality and number of services we deliver, resulting in tensions between what communities expect and what we can prioritise and afford within available funding.

Climate change and adverse weather

Australia's climate has warmed by about 1.4 degrees Celsius since national records began in 1910 and this warming is evidenced to be the result of the human population's reliance on coal, oil and gas, resulting in the greenhouse effect¹.

In 2021, Council joined over 30 councils in Victoria and almost 100 councils across Australia in passing a motion at our Council Meeting on 24 March 2021 to declare a climate emergency. This declaration recognises



¹ Source: The Intergovernmental Panel on Climate Change, Sixth Assessment Report

the urgent need to address the causes and impacts of climate change across all aspects of our operations, and in our work with community.

Our region has high household and vehicular greenhouse gas emissions compared with state averages¹, and reducing these emissions, alongside reducing emissions from Council's operations, continues to be a priority for us.

The impacts of climate change are felt through changing weather patterns and increased frequency of adverse weather events in our region. In the past 10 years, we have experienced 23 events in our shire classed as 'extreme', including 8 bushfires, 10 storms, and 5 floods.

These events have an impact on our infrastructure, and community, which comes at a financial cost to Council, often requiring urgent allocation of budget for immediate response as well as further investment to make current assets more resilient to future adverse weather.

Council plays a critical role in supporting emergency management arrangements and facilitating action on climate change in our shire, due to our in-depth local knowledge and our responsibilities by law.

¹ Source: Snapshot Climate, Macedon Ranges 2022-23 Municipal Emissions Snapshot



About our organisation

Our Councillors

Councillors are elected officials who represent their communities and residents and help to make and shape the policies of Council through decision-making.

The Macedon Ranges is divided into three areas, known as wards, and each ward has three elected members, referred to as Councillors.

Each ward and the major towns they include are described below however, actual ward boundaries and property addresses occasionally cross over between towns (i.e. there are some addresses in Riddells Creek that are located in the South Ward).

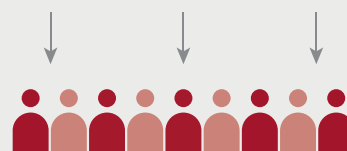
Each year, the Councillors elect a Mayor and have the option to also elect a Deputy Mayor from their group. These positions play an important role in leading and representing the broader Councillor group, as well as ceremonial and civic functions, such as presenting citizenship ceremonies.



Three Wards



Three Councillors per ward



Nine Councillors for the Macedon Ranges

Our Councillors

East Ward

**Cr Cassy Borthwick****Elected:** October 2024**e:** cborthwick@mrsc.vic.gov.au**p:** 0498 806 488

South Ward

**Cr Dominic Bonanno****Mayor****Elected:** October 2024**e:** dbonanno@mrsc.vic.gov.au**p:** 0419 829 867

West Ward

**Cr Jennifer Anderson****Elected:** October 2024**e:** janderson@mrsc.vic.gov.au**p:** 0408 273 670**Cr Andrew Scanlon****Elected:** October 2024**e:** ascanlon@mrsc.vic.gov.au**p:** 0400 180 944**Cr Alison Joseph****Elected:** October 2024**e:** ajoseph@mrsc.vic.gov.au**p:** 0498 531 269**Cr Kate Kendall****Deputy Mayor****Elected:** October 2024**e:** kkendall@mrsc.vic.gov.au**p:** 0400 297 293**Cr Daniel Young****Elected:** October 2024**e:** danielyoung@mrsc.vic.gov.au**p:** 0499 943 101**Cr Christine Walker****Elected:** October 2024**e:** cwalker@mrsc.vic.gov.au**p:** 0438 589 251**Cr Janet Pearce****Elected:** October 2024**e:** jpearce@mrsc.vic.gov.au**p:** 0437 282 096

How our organisation is structured

To support Council and its many services, our organisation has an Executive Leadership Team which is responsible for managing our staff and our operational activities. Our Chief Executive Officer leads this executive team.

These many services that make up Macedon Ranges Shire Council are organised across four directorates: Planning and Environment, Corporate Services, Community, and Assets and Operations.

The services our organisation delivers

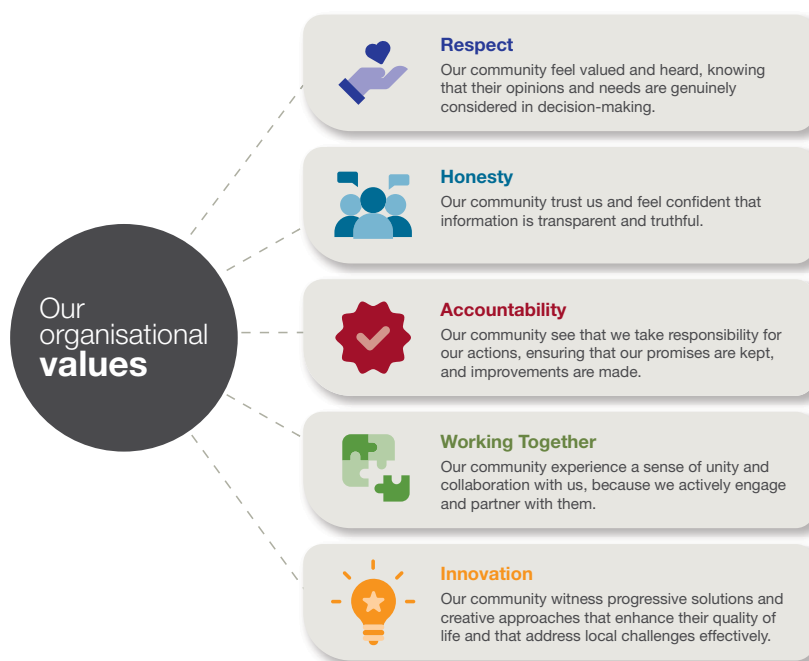
Macedon Ranges Shire Council provides a wide range of services to support the community. These services are both direct and indirect and comprise service provision, advocacy, partnership, planning, facilitating and community capability building.

These services aim to enhance the quality of life for all residents and ensure a vibrant, inclusive, and sustainable community. Some of the direct services provided include the following:

For children, youth and families	For health and wellbeing	For your home	For your town	For your community	Enabling Services
 Kindergarten	 Food Safety	 Planning Permits	 Parks and Open Space	 Grants	 Communications and Engagement
 Maternal and Child Health	 Immunisation	 Building Permits	 Parking	 Community Meeting Spaces	 Finance, Rating and Revenue
 New parent programs	 Recreation and Leisure Spaces	 Pet Registrations	 Roads and Footpaths	 Arts and Culture Programs	 Governance and Reporting
 School crossing supervisors	 Pools	 Waste Management	 Business Support	 Libraries	 Information Technology
 Youth engagement	 Youth Mental Health Programs	 Septic Inspections	 Emergency Management	 Social Connection Programs	 Record Management

Our organisational values

As an organisation, we are committed to five core values:



We commit to act in accordance with our organisational values. We will constantly measure our performance against these values and take action where our performance falls short. We will ensure that we Respect everyone in our community, act Honestly, are always Accountable, Work Together and in the best interests of our Municipal Community. We will constantly improve our performance through measurement of results and ongoing Innovation.

Our values underpinned the engagement process we undertook to develop the updated Plan. Respect for our community and Working Together were demonstrated through the development of the renewed Community Vision and the five broad strategic themes working directly with the community and community organisations. Accountability, Honesty and Innovation were key to forming Objectives and Priorities. Our Council team managing the overall process has been committed to honestly receiving and interpreting feedback from the community and community groups, and combining this direction from Council to manage and coordinate the process of renewing the Plan, while also taking Accountability for delivering the Plan documents.

Our Integrated Strategic Planning Framework

The development of a Community Vision and Council Plan is a responsibility by law for all Victorian councils. The intention of this document is to promote good governance and public trust by clearly expressing our vision, mission, and objectives, encouraging long-term decision-making in the best interest of the community.

This document sets out a roadmap for future actions, enabling us to respond proactively to new challenges and opportunities, ultimately contributing to the overall wellbeing and development of the Macedon Ranges community.

We are required by law to redevelop key documents such as the Council Plan and Municipal Public Health and Wellbeing Plan, in the year after our new Councillors are elected.

Additionally, the Disability Action Plan, also required by law, is due in October 2025.

This 'Shaping the Ranges' Plan guides everything we do. It is the most important document we have and it directs all planning and strategies undertaken across Council.

Underpinning the Community Vision and Council Plan is the Asset Plan and the Financial Plan, which align with the aspirations set out in this plan and identify how these priorities can be achieved within Council's financial capacity. The Asset Plan sets out how Council will acquire, build, look after, and use assets over the next 10 years and beyond. The Financial Plan ensures Council delivers on its strategic goals in a financially sustainable way.

Integrated Strategic Planning Framework

Our long-term vision (guiding all that we do)	Community Vision (every 10 years)
Our strategic direction (providing specific priorities and objectives)	Council Plan (every 4 years) incorporating the: Municipal Public Health and Wellbeing Plan, Disability Action Plan
Our long-term resource allocation	Financial Plan and Asset Plan (every 10 years)
	Workforce Plan and Revenue and Rating Plan (every 4 years)
Our yearly Commitments (what we will deliver each financial year)	Council Plan Action Plan and Budget (annually, ahead of each financial year)
	Quarterly Reporting (quarterly, within each financial year)
Our reporting (for accountability and transparency)	Annual Report (annually, after each financial year)

Ongoing review and continuous improvement

How this Plan was developed

The development of our new Council Plan was a structured and inclusive process designed to ensure we capture and reflect the aspirations and needs of our community.

By combining comprehensive community engagement, in-depth discussions, and evidence-led decision-making, we developed a plan that reflects our community's needs and aspirations, ensuring a resilient and prosperous future for all residents.

We engaged with the community through targeted and broader communications methods. Targeted engagement focused on specific groups or issues to gather detailed insights, while broader engagement reached out to the wider community to gather feedback on the existing Council Plan through platforms like Council's Your Say online engagement hub.

Deliberative engagement was also conducted with a Community Assembly, consisting of members independently selected to endeavour to reflect our diverse population. The Assembly tested ideas and helped shape the Plan through in-depth conversations and deliberations, through four independently facilitated in-person sessions.

These engagements informed a refresh of the Community Vision, which is the foundation for the strategic directions guiding the Council Plan.

Public consultation is now open on the draft document to receive community feedback on the Council Plan.



Our Community Vision

The Community Assembly group refreshed the Community Vision statement for Macedon Ranges Shire Council on behalf of the broader community.

The Community Assembly took place over three weeks. Participants engaged in workshops where they deliberated on various issues, considering expert insights and diverse viewpoints.

The Assembly considered these issues and the earlier 2021-2031 Community Vision statement:

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

The Assembly then drafted a renewed Community Vision statement. This Vision, as well as additional research and consultation findings, led to the development of the five strategic directions (themes). These themes reflect a vision for a community where all people feel they belong and are able to help shape the future of the shire. They will guide our decision-making, work, and funding allocation over the next 10 years. Our vision and supporting themes are shown in the diagram.





Wellbeing, access and inclusion

This Plan includes the Municipal Public Health and Wellbeing Plan and the Disability Action Plan.

In bringing these documents together into one plan for the community, Council demonstrates its commitment to embedding health, wellbeing, disability access, and inclusion across all that we do. We acknowledge the role that the local government plays in the local built environment that itself has an impact on the wellbeing of our communities. We strive to foster a connected community that has access to environments, supports, and resources that allow them to live their best and most healthy lives.



Municipal public health and wellbeing planning

The Municipal Public Health and Wellbeing Plan is a document that establishes the aims and priorities for progressing to improve and protect the public health and wellbeing of people in our shire. By law, these goals must also include what we are legally required to do about climate change and its effects on health, as well as steps to prevent family violence.

Many factors influence a person's health. The conditions in which people live, the access they have to resources, the treatment they receive, and the activities they engage in all have an impact on the health of communities and individuals.

To identify which of these factors were most important to address for health and wellbeing, we presented community feedback and research to local community organisations and services. These organisations collectively identified priority areas for us to act on collaboratively.

The following priorities were identified as most important to act on to support our communities' long-term wellbeing:

- Loneliness and social inclusion*
- Housing
- Food security*
- Diversity and inclusion
- Access to and provision of services

This group also identified the following areas of additional importance:

- Climate and emergencies*
- Transport, including active transport*
- Alcohol and gambling*
- Gender-based violence (family violence)*

Priorities with an asterisk* are also included in the Victorian Public Health and Wellbeing Plan 2024-2027.

Disability action planning



The Disability Action Plan is a document that identifies ways to remove barriers for people with disabilities, increase their employment opportunities, and change community attitudes.

Our community told us that these were the most important priorities for doing this:

- Support people with disabilities to access education and employment.
- Improve the accessibility of our physical spaces and places so that people with disabilities are not excluded.
- Advocate for accessible local public transport options and ensure our own transport infrastructure (i.e. walking paths) is accessible too.
- Facilitate equitable participation of people with disabilities in Council programs and services, and in other activities taking place across our shire.
- Work to reduce experiences of discrimination for people with disabilities, and improve their visibility in our shire and in our organisation.
- Provide tailored programs and activities for people with disabilities to foster their wellbeing, autonomy and social connection.

Partnerships and collaboration

We look forward to supporting and partnering with the following local organisations and community groups in the delivery of these priorities:

- Centre for Non-Violence
- Intereach
- Loddon Mallee Public Health Unit
- Macedon Ranges Health
- Our local Landcare networks
- Our local neighbourhood houses
- Our local schools
- Specialist Hoops
- Sunbury and Cobaw Community Health
- Victorian Department of Health
- Women's Health Loddon Mallee
- Windarring
- Youth Live4Life

We also welcome other groups and organisations who would like to partner with us to progress community wellbeing and address the needs of people with disabilities in our shire.

How to read **the Plan**

The following part of the Plan is broken into five main Strategic Themes.

Strategic Themes

A **Strategic Theme** is an achievable long-term goal that guides our decision-making. Each Strategic Theme provides a clear picture of the desired future state of our shire. Under each Strategic Theme, Council has developed a set of objectives.

Strategic Objectives

Objectives are measurable outcomes of what Council wants to accomplish, that will achieve the overall Strategic Theme. To achieve objectives, Council has outlined the priorities that it will take.

Priorities

A **Priority** is how we plan to achieve the objectives using actions. It gives an indication of what you will see us doing for community.

Indicators

Indicators are the statistics and data we will collect to measure our success in achieving the objectives. Indicators may be quantitative (measured with numbers) or qualitative (measured by descriptions in words).



The following symbols have been used throughout the plan to show linkages and alignment where appropriate:



Municipal Public Health
and Wellbeing Plan



Our Economy



Disability Action Plan



Our People



Our Places



Our Performance



Our Environment

Council will develop an annual **Action Plan** which will specify what actions we will take each year for the priorities outlined in this Plan.

Progress on these actions will be tracked, and their status reported on every six months and published on Council's website.

Council's strategic **themes, objectives and priorities**

Our Places		
Connected and active places and spaces for everyone.		
Objectives	Priorities to Achieve Objective	
Our roads, transport and accessibility enhance our connection.	Deliver roads that anticipate population growth and maintain an efficient road network.	
	Improve frequency and coverage of public transport services across our shire.	
	Plan and deliver programs and infrastructure that support walking, cycling and other active transport.	
	Invest in transport infrastructure to facilitate connection within and between townships.	
	Support people with different needs and abilities to access, understand and navigate transport options.	
Our community infrastructure is accessible, fit for purpose, and meets the needs of current and future generations.	Support provision of accessible health and wellbeing services.	
	Design and deliver inclusive and accessible spaces that support safety, cultural inclusion, community participation and ownership.	
	Deliver land use planning to attract investment for business and enable a thriving economic environment.	
	Enhance economic activity centres with public art, activation, maintenance and improvements that attract and engage visitors and locals.	
	Facilitate affordable housing in new developments and existing townships that meet the varied needs of different household types and life stages.	
	Invest in, and deliver, sustainable, equitable and accessible community infrastructure.	 
	Maintain our assets to be safe, accessible and sustainable, in ways that meet community needs.	
	Plan new and future built environments that protect the rural character of our shire by incorporating and prioritising heritage management, visual amenity, and the natural environment.	
	Work with Traditional Owner Groups in accordance with the Cultural Heritage Act and the Victorian Public Health and Wellbeing Plan to ensure appropriate use, stewardship and development of land.	



















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 conversation and ecosystem.
	Develop and embed policies and frameworks to improve environmental conservation and management. Reduce environmental risks including bushfire, storm and flood in all land use planning.
	Facilitate sustainable water management and quality. 
	Reduce negative impacts on the natural environment, including weed control/pests/domestic animals/waste.
	Encourage and facilitate sustainable agricultural practices, including regenerative farming.
Our actions against climate change are prioritised and enables the community to act.	Deliver initiatives that lower emissions related to housing, infrastructure and transport.
	Enable the community to take action and understand environmental and financial benefits of reducing our impact on the planet.
	Consider investments into lower-carbon alternatives.
Our council and our community act in environmentally sustainable ways.	Build the capacity of community members and groups to adopt environmentally sustainable practices.
	Deliver and support initiatives that enable the reuse, repair and recycling of materials locally and implement strategies to improve waste compliance.
	Learn from and integrate evidence based environmental management practices inclusive of local Traditional Owner Groups and community groups.
	Invest in environmentally sustainable solutions such as renewable energy, recycled water, or climate resilience of infrastructure.










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 and promote our unique identity.	Engage with local businesses, entrepreneurs and industry to support innovation, attract investment, and deliver economic growth.
	Support businesses to be environmentally and economically sustainable.
	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 local heritage and 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.
	Promote local landmarks and attractions as part of the visitor economy, providing clear, accessible information on how to find and engage with them.
	Promote and attract artistic, cultural and historical activity, events and values, that showcase the region's quality and stimulate economic activity.
	Support the community, businesses, entrepreneurs to activate their towns.
	Work collaboratively with businesses and entrepreneurs to identify community-led initiatives that address local needs.
	Work collaboratively with local businesses and entrepreneurs to advocate for and deliver education, employment and training that supports them to adapt and grow.
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. 
	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. 
	Support projects that increase local social and affordable housing. 



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. 
	Enable people of all ages and backgrounds, especially those with lived experience, to lead, participate and shape local decisions. 
	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. 
	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.  
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.  
	Partner with community groups, health services and government to deliver and promote local wellbeing initiatives. 
	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.  
	Support inclusive, community-led initiatives that reduce isolation and build connection, with attention to diversity and accessibility. 
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 targeted actions to reduce the health, social and environmental impacts of emergencies. 
	Partner with all relevant organisations and businesses, including local Traditional Owner Groups, to strengthen emergency planning response and recovery. 
	Plan for and provide inclusive support to vulnerable groups before, during and after emergencies.  



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.
	Collaborate effectively across Council to deliver connected, efficient, sustainable and innovative services and ways of working.
	Provide staff with practical tools, training and resources to respectfully and effectively engage externally with diverse community and partners. 
	Provide transparent information to the community that improves trust and understanding, and is easy to find, access, use and interpret.  
Our organisation has a safe, healthy and fair culture that drives continuous improvement.	Deliver streamlined service approaches and methods that make interacting and working with Council simple, inclusive, and accessible for community, businesses, and partners. 
	Embed cultural competence, safety, access and inclusion across Council operations and services through enhanced staff capability and organisation-wide practices.  
	Strengthen organisational knowledge through active sharing and continuous learning and improvement.
	Provide tools, targeted development, and training to support staff performance, safety and wellbeing.
Our organisation is efficient, collaborative and makes accountable, transparent decisions that serve the best interests of the whole community.	Seek out and use community feedback to prioritise and shape continuous improvements and inform better processes and services.
	Deliver consistent, reliable, services and operations across all areas of Council that respond to community needs.
	Modernise digital capability and enhance digital capacity to create smarter, more efficient, inclusive and accessible services and customer-focused ways of working.
	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. 
	Collect, analyse and use evidence and data in decision-making, service design and delivery, evaluation and reporting.
	Manage organisational risks through clear, coordinated risk management that supports consistent, transparent and accountable decision-making.

How we will report against the Plan

Council will develop an annual Action Plan detailing the specific actions we will take to implement the priorities in this Plan.

Council will report on our progress in the Report of Operations which is 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.



Glossary of Terms

Specific terms used in this Plan are defined below for reference.

Term	Definition
Acknowledgement of Country	<p>An Acknowledgment of Country recognises and pays respect to the Traditional Owners of the land on which they are gathering.</p> <p>An Acknowledgement of Country is made where appropriate at the opening of meetings, formal events, public forums and functions.</p> <p>It can be given by any non-Aboriginal person or Aboriginal and Torres Strait Islander person not from the Traditional Owner Group on whose land the gathering is on.</p>
Active transport	<p>Active transport is defined as physical activity undertaken as a means of transport and not purely as a form of recreation. Active transport generally refers to walking and cycling for travel to and/or from a destination, but may also include other activities such as the incidental activity associated with the use of public transport.</p>
Built infrastructure	<p>The built infrastructure relates to any buildings and infrastructure created by people, such as homes, utilities infrastructure or sporting facilities. It contrasts with the natural environment, which encompasses all living and non-living things that exist naturally, without significant human interference.</p>
Consumer Price Index	<p>The Consumer Price Index (CPI) is regarded as Australia's key measure of inflation. It is an important economic indicator that measures the change in the price of a 'basket' of goods and services, which account for expenditure by households in capital cities.</p>
Country Plans/ Strategic Plans	<p>Whole of Country Plans or Strategic Plans are overarching, long-term visions, developed by Traditional Owner Groups, that set out clear goals and priorities, principles of engagement and measures of success in caring for Country.</p>
Deliberative engagement	<p>Deliberative engagement in this Council context means bringing together a diverse sample group representative of the broader community (varying ages, genders, experience etc.), who committed their time to contribute their views and ideas to help shape a number of Council's key guiding documents, through a number of tailored sessions facilitated by an independent consultant.</p> <p>Deliberative engagement is elaborated on in Council's Community Engagement Policy, but it is an example of a more collaborative ('Collaborate') approach to consultation on the internationally recognised IAP2 Public Participation Spectrum, whereby Council commits to working more closely with the representative group on outcomes and incorporating advice and recommendations into the decisions made.</p> <p>This contrasts against many of Council's other community consultations, which are often closer to a 'Consult' approach whereby Council still actively seeks contributions and ideas from the community, but the negotiables may be less or the commitment to change aspects is reduced on proposals that are generally more fully formed through expert advice and analysis.</p>

Term	Definition
Developer contributions	Development contributions are payments or in-kind works, facilities or services provided by developers towards the supply of infrastructure required to meet the future needs of the community.
Distinctive Areas and Landscapes provisions of the <i>Planning Environment Act 1987</i>	<p>In 2018, the Victorian Government passed legislation to recognise and safeguard the state's distinctive areas and landscapes and to achieve better coordinated decision-making by government agencies, local councils and other key parties.</p> <p><i>The Planning and Environment Amendment (Distinctive Areas and Landscapes) Act 2018</i>, enables the government to declare a distinctive area and landscape subject to meeting strict criteria.</p> <p>On 16 August 2018, the Macedon Ranges became the first area to be declared under the <i>Planning and Environment Amendment (Distinctive Areas and Landscapes) Act 2018</i>.</p>
Ecotourism	<p>Ecotourism Australia defines ecotourism as: "Ecologically sustainable tourism with a primary focus on experiencing natural areas that fosters environmental and cultural understanding, appreciation and conservation".</p> <p>It aims to preserve the integrity of the destination and its focus is on conserving the local environment and historical heritage while supporting the culture and encouraging people to look after the natural resources that attract them to the region.</p>
First Nations Peoples	The term First Nations Peoples refers to people who have identified themselves or have been identified by a representative (for example, their parent or guardian), as being of Aboriginal and/or Torres Strait Islander origin.
Greenhouse effect Greenhouse gas emissions	<p>The greenhouse effect is a natural process that warms the Earth's surface. When the Sun's energy reaches the Earth's atmosphere, some of it is reflected back to space and some is absorbed and re-radiated by greenhouse gases.</p> <p>Greenhouse gases include carbon dioxide, methane, nitrous oxide, ozone and some artificial chemicals such as chlorofluorocarbons (CFCs).</p> <p>While emissions can result from natural causes, they are primarily the result of human activities, especially the burning of fossil fuels for energy and transportation.</p> <p>The absorbed energy warms the atmosphere and the surface of the Earth. This process maintains the Earth's temperature at around 33°C warmer than it would otherwise be, allowing life on Earth to exist.</p>

Term	Definition
Indicators	Indicators are used in this document to represent the “strategic indicators for monitoring the achievements of the objectives” described in the <i>Local Government Act 2020</i> .
Macedon Ranges community	<p>The <i>Local Government Act 2020</i> defines the municipal community (who we would refer to as the Macedon Ranges community) as inclusive of:</p> <ul style="list-style-type: none"> • people who live in the municipal district of the Council; and • people and bodies who are ratepayers of the Council; and • Traditional Owners of land in the municipal district of the Council.
Objectives	Objectives are used in this document to represent the “strategic objectives for achieving the strategic direction” described in the <i>Local Government Act 2020</i> .
Plan for Victoria	Plan for Victoria is a Victorian Government-led plan which sets the state-wide vision for how Victoria will grow over time. The plan will guide the actions of all Victorian Government departments and councils including housing targets, accessible jobs and services, and sustainable environments.
Priorities	Priorities are used in this document to represent the “strategies for achieving the objectives for a period of at least the next 4 financial years” described in the <i>Local Government Act 2020</i> .
Rate Cap	<p>Before 31 December each year, the Minister for Local Government sets the local council rate cap for the next financial year. The rate cap limits the maximum amount a council can increase general rates and municipal charges. The minister can set a cap that applies to all councils, a group of councils or a single council.</p> <p>The Essential Services Commission administers council rate caps by:</p> <ul style="list-style-type: none"> • providing the minister with advice on setting the rate cap for council rates • assessing, then accepting or rejecting higher cap applications.
Report of Operations	<p>This Council report is generated to enable senior management, Councillors and the community greater transparency and a more comprehensive view of the organisation and its key activities.</p> <p>Key topic areas include:</p> <ul style="list-style-type: none"> • Financial Performance • Council Plan Action progress • Capital Works progress • Governance and Councillor reporting • People and Wellbeing • Insurance and Risk • Customer Service

Term	Definition
Stakeholder	As referenced in this document Stakeholder means groups, organisations or businesses with a shared interest in specific activities of Council.
Statement of Planning Policy	<p>A Statement of Planning Policy will include a long-term vision of at least 50 years, policy objectives and strategies to achieve the vision, and a strategic framework plan for guiding the future use and development of land in the declared areas.</p> <p>The Statement of Planning Policy for the Macedon Ranges provides a framework to ensure the outstanding and valuable landscapes, layers of settlement history, impressive landforms, diverse natural environment, catchments and biodiversity of our shire are protected, conserved and enhanced and continue to be of special significance to the people of Victoria.</p>
Themes	Themes are used in this document to represent the “strategic directions of the Council” described in the <i>Local Government Act 2020</i> .
Traditional Owner Groups	Traditional Owner Group means a group recognised as such under the <i>Traditional Owner Settlement Act 2010</i> .

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 St, 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.





Asset **Plan**

2025-2035

**DRAFT FOR
CONSULTATION**

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 Maddie Moser. *Artwork used with permission.*



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Introduction

Our Shire

Macedon Ranges Shire is approximately 60km northwest of Melbourne and covers an area of 1,747 square kilometres.

The Macedon Ranges population is spread across nine towns and several smaller settlements. The largest towns are Gisborne, Kyneton, Lancefield, Romsey and Woodend. About 35% of people in Macedon Ranges live outside a town boundary in a rural setting.

The Macedon Ranges population is expected to increase from 56,073 in 2025 to 75,303 in 2046¹. Most of this population growth is projected to occur in the south and southeast of the shire.

The Macedon Ranges Shire is renowned for its rural character, semi-rural lifestyle, landscapes and forests, and unique natural features such as Hanging Rock and Mount Macedon.

What is Asset Management?

The practice of 'asset management' refers to the range of coordinated activities that monitor and care for physical assets. These activities cover practices such as planning, inspections and maintenance, replacement, upgrade, improvement, or sometimes disposal of an asset.

Asset Management is a structured approach to aligning strategic planning with assets and service delivery. It answers the following fundamental questions:

¹ forecast.id.com.au/macedon-ranges

- What assets does the community need now and in the future?
- How can we best manage the assets to serve the community?

The Assets Council Manages

Infrastructure is at the heart of everything Council does. As infrastructure assets help provide services over extended periods of time, the choices that are made today can impact the quality of life for future generations.

Council manages a portfolio of land, buildings, plant and equipment, and infrastructure assets that have a combined value of \$1.4 billion.



These assets have been established and invested in progressively over many years, by multiple generations.

The standard to which our assets are maintained and the extent to which they are improved are a key consideration in setting and delivering on the Community Vision and Council Plan.

Purpose of the Asset Plan

The Asset Plan is part of Council's Integrated Strategic Planning and Reporting Framework and sets out how it will acquire, build, look after, and use assets over the next 10 years and beyond. This version of the Asset Plan is a revision and update of the Plan adopted by Council in 2021.

This Asset Plan has been prepared to meet the requirements of section 92 of the *Local Government Act 2020*. Its purpose is to:

- Ensure that assets support the achievement of the Community Vision and Council Plan.
- Demonstrate that we will responsibly manage our assets to meet the service delivery needs of our community in a cost-effective way.
- Provide a method to integrate our asset management planning outcomes with our Council Plan, Financial Plan, and Annual Budget.

- Support the continued advocacy for Federal and State Government support for the improvement of community assets.
- Make sure that we comply with our statutory and legislative obligations.

Scope of the Asset Plan

While Council manages an extensive portfolio of assets, this Asset Plan focuses on its physical infrastructure. The majority of this infrastructure falls into major asset classes, being:

- Transport
- Buildings
- Open Space and Recreation
- Stormwater and Flood Management.

Council's physical infrastructure assets have a combined value of \$990 million.



Asset Management Policy

Asset Management Vision

"To provide affordable, functional, and accessible assets that support the delivery of services to present residents and future generations, in a financially, socially, and environmentally sustainable way"

The Importance of Asset Management to Council

Asset management is important to Council because it supports the following:

- Informed decision-making
- Greater transparency and accountability
- More efficient and equitable use of limited resources
- Improved long-term financial management
- More financially, environmentally, and socially sustainable choices
- Continuity and availability of services
- Reduced risk to public and council
- Compliance with standards and legislation.

It is essential to recognise that asset management is a corporate responsibility, not a technical function of Council. The key components of a sound asset management approach cannot be achieved within the individual operational areas of Council alone.

The elements of asset management where there needs to be a corporate approach include:

- Organisational support for workforce planning
- Sound information management, processes and systems
- Comprehensive asset management planning
- Community involvement in establishing service standards
- Rigour in financial assessments
- Performance measurement.

To ensure further improvement and development of our integrated corporate approach to asset management, Council is committed to appropriately fund renewal and replacement activities across all service delivery areas.

The Community Vision and Strategic Directions

Council's integrated approach to asset management allows for alignment with Council's Community Vision, Council Plan, and Financial Plan.

The Community Vision guides:

- Council's future decision-making in regard to the new services and assets it may choose to pursue, by reviewing the existing internal framework that is used for decision-making
- Council in terms of the key decisions it may be able to make to influence future key strategic decisions regarding borrowing, rates, assets, and service delivery.

The Council Plan is Council's key strategic document. Through its strategic directions, the Council Plan describes how Council is going to contribute to the achievement of the Community Vision and shows how Council is going to measure its success.

In looking at how Council is going to manage its assets into the future, it is important that Council has strong links with these objectives so that its asset management practices align with the goals of the community and organisation.

Figure 1. Overview of Community Vision and Strategic Directions

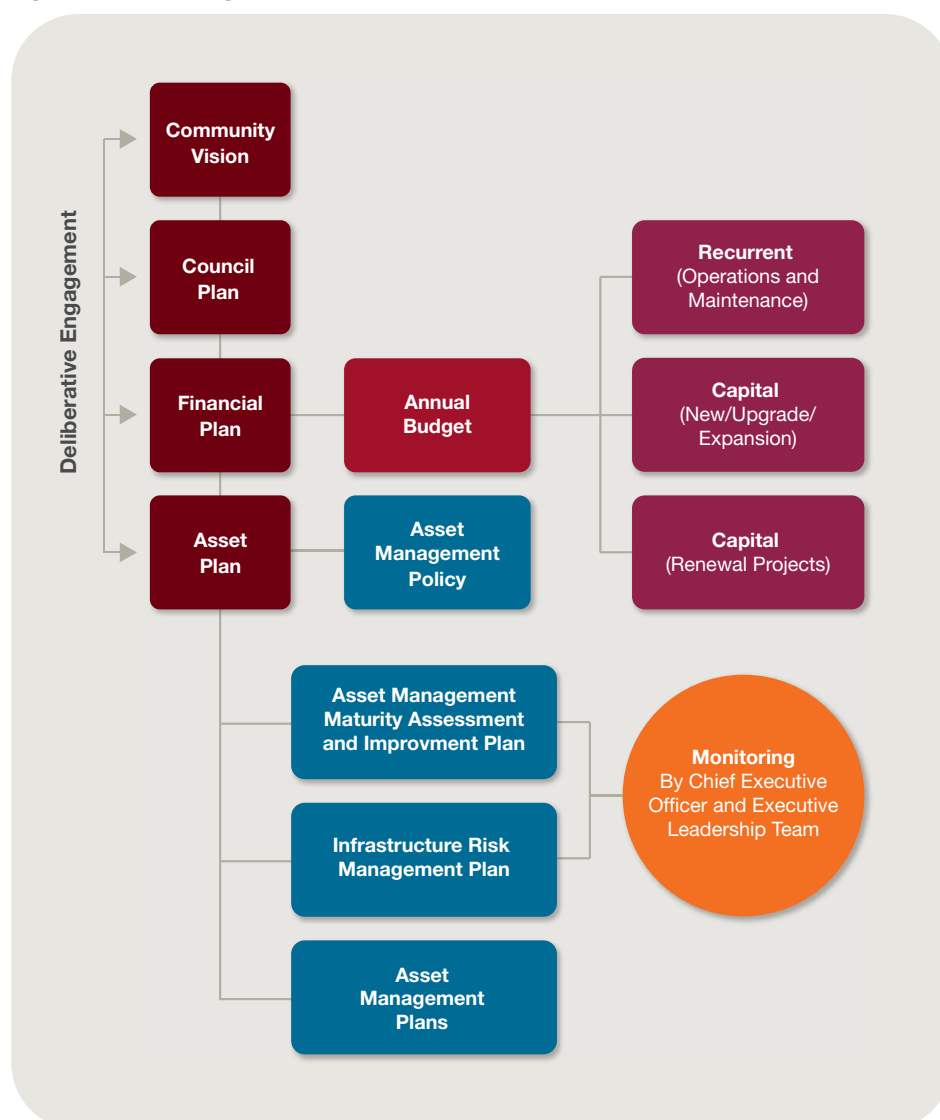


Asset Management Framework

Our Asset Management Framework shows the connection between our strategic objectives and asset planning. It aims to ensure that we follow a systematic approach to the way we practice asset management.

Asset management planning commences with defining our stakeholder and legal requirements and needs. These inform our key directions which helps us to develop our asset management policies, strategies, and plans.

Figure 2. Asset Management Framework



The key elements of our Asset Management Framework are:

Asset Management Policy

Summarises our vision and asset management objectives. It also sets out the guidelines and rules on how Council goes about reaching its asset management objectives and vision.

Asset Management Improvement Plan

Provides the framework for the ongoing enhancement of our asset management practices and outlines how we will meet our asset management objectives.

Asset Management Plans

Our Asset Management Plans provide details on how we intend to manage each of our asset classes to meet the demands of our community in the future - achieving value from our assets by optimising cost, risk, and performance across the lifecycle of an asset.

Asset Management Policy and Planning Principles

The asset planning process demonstrates Council's commitment to sustainable lifecycle asset management. This is underpinned by principles that will lead to quality, accessible, and sustainable assets that deliver an agreed level of service, in collaboration with the community, and that enhance community well-being. Council is committed to the following principles.

Council will:

1. Have a 10 year Asset Plan informing the community and organisation in the management of assets and integration of asset ownership within the Integrated Strategic Planning and Reporting Framework.
2. Include information about maintenance, renewal, acquisition, expansion, upgrade,

disposal and decommissioning relating to each infrastructure asset class within the Asset Plan.

3. Follow Council's deliberative engagement practices and legislated requirements in reviewing the Asset Plan.
4. Annually update the Financial Plan and the Asset Plan so that the two plans remain in alignment.
5. Use a lifecycle modelling approach in managing assets that includes purchase cost, useful life expectancy, service levels, sustainability, emissions profile, maintenance and renewal.
6. Define levels of service for the provision, design, and operation of each asset.
7. Have guidelines for evaluating the allocation of capital and recurrent financial resources for asset lifecycle management and maintenance.
8. Fund asset renewal as non-discretionary, utilising a 'Renew before Upgrade or New' philosophy new assets and asset upgrade projects are discretionary.
9. Review grant funded new or upgrade projects based on full lifecycle costs to determine long-term affordability.
10. Maintain an accurate asset register, including depleted or redundant assets.
11. Include Asset Management Policy principles in the capital works prioritisation and evaluation framework for capital works business cases.
12. Make asset management and service delivery decisions considering asset lifecycle costs and evaluate alternate options by assessing risk and opportunity methodology.
13. Prepare an Asset Status Report for internal review each year to help inform Council's budget process.
14. Update and implement best practice asset management systems and tools to allow Council to make informed decisions.
15. Incorporate universal design, visibility, and safety principles in new and renewed assets where possible.

Roles and Responsibilities

Asset management is more than just fixing roads and playgrounds, there are many stakeholders that have varying roles and responsibilities within the asset management system and framework.

Asset management is a function that draws in many participants from within the organisation, as well as outside of Council.

The roles and responsibilities of the identified stakeholders are listed below.

Internal Stakeholders

Council

- To act as custodians for assets
- To adopt the Asset Plan
- To set and adopt functional service levels
- To adopt risk and cost standards.

Audit and Risk Committee

- To consider audit and risk reports prepared relating to asset management and make recommendations to Council as appropriate.

Chief Executive/Executive Leadership Team

- To oversee the Asset Plan development for Council adoption
- To oversee the implementation of the Asset Plan and provide the agreed resources
- To monitor and review the performance of Council's Managers and staff in achieving the Asset Plan
- To set the asset management maturity targets for the organisation
- To ensure appropriate resources and funding for asset management activities
- To ensure the presentation of accurate and reliable decision making information to Council

- Report to Council, annually, on the status, progress and resource requirements for implementing the Asset Plan
- Promote and raise awareness of asset management to Council, staff and community.

Managers and Staff

- To implement the Asset Plan and the Asset Management Maturity Assessment and Improvement Plan
- Use the lifecycle analysis to develop the Asset Plan for individual asset classes
- To implement continuous improvement in the management of assets through the Asset Management Maturity Assessment and Improvement Plan
- To create and implement tactical plans (such as maintenance programs, capital works programs) following the Asset Plan
- To determine and deliver asset levels of service to agreed risk and cost standards
- Complete Gender Impact Assessments so that asset management and service-based decisions best meet the needs of people of different genders, abilities and ages
- To manage assets in consideration of long-term sustainability
- To present information to the Council and Executive Leadership Team in terms of lifecycle risks and costs.

Asset Management Unit

- Asset management subject matter experts on behalf of the organisation
- Responsible for the administration of the Asset Plan
- Annually report on the status, progress and resource requirements of implementing the Asset Plan to the Executive Leadership team for reporting to Council
- Report the Asset Management Maturity Assessment and Improvement Plan actions to the Senior Management Team and the Executive Leadership Team

- Report on the Infrastructure Risk Management Plan to the Executive Leadership Team
- Administer the asset management system
- Advocate, encourage and guide the development of processes and procedures that allow for the 'whole-of-life' and continued management and ownership of assets, including all asset lifecycle management functions
- Advocate, encourage and guide the development of procedures that ensure the asset register is maintained and updated and provide required reports to Council to meet their statutory and legal responsibilities
- Advocate a common and consistent approach to asset management across all assets.

External Stakeholders

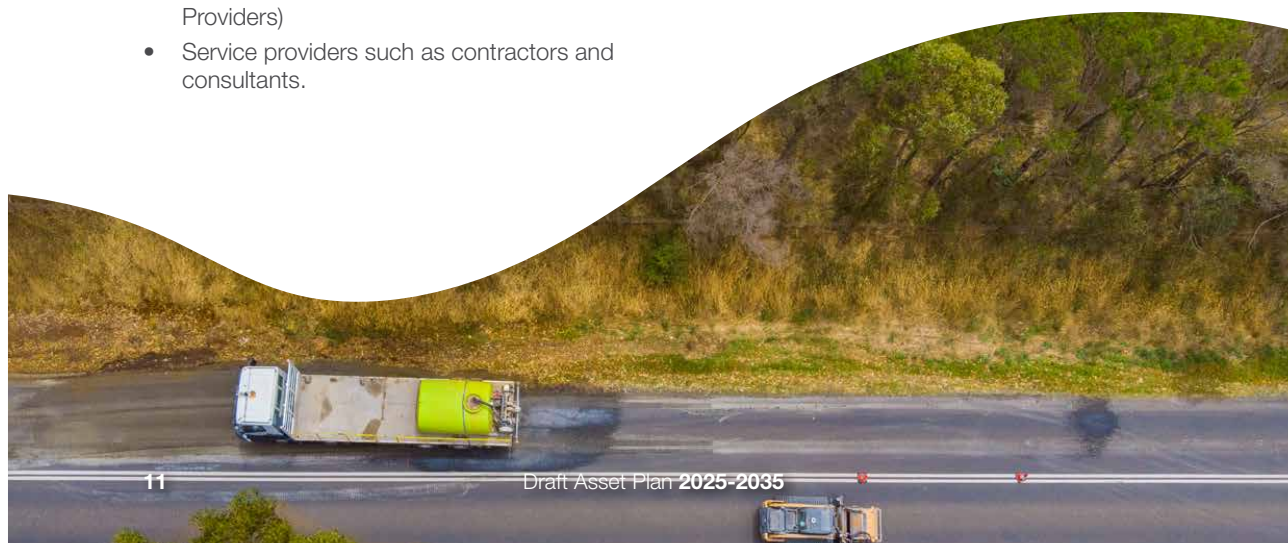
- Residents and Ratepayers
- Asset Committees
- Traditional Owner Groups and Corporations
- Advisory Committees
- Friends Groups
- Land Care Groups
- Facility User Groups
- Tenants
- Tourists and visitors
- Business community
- External agencies (such as State and Federal Government, EPA, VicRoads, Workcover, Insurers, Health Service Providers)
- Service providers such as contractors and consultants.

Audit and Review Procedures

The Asset Management Unit monitors the relevance and compliance of the Asset Plan on an ongoing basis.

The ongoing audit and review process involves the Asset Management Unit, Executive, Managers, Staff and Council. Actions include:

- An annual review of the goals and targets established by Council
- Incorporating feedback from stakeholders, government agencies and legislation into the Council's asset management activities
- Monitoring and reporting of the lifecycle performance of the assets and their compliance to service levels
- Formal review of the Asset Plan every four years in line with the Council Term and the *Local Government Act 2020*
- Adoption of the updated Asset Plan no later than the 31 October following a Council election
- Annual reporting to Executive and Senior Leadership Teams on the status of the Asset Management Maturity Assessment and Improvement Plan
- Annual reporting to Executive and Senior Leadership Teams on the status of the Infrastructure Risk Management Plan.



Strategic Context

Council is committed to sustainably planning for the future of Macedon Ranges. Council does this by working directly with the community to understand the vision for the shire and its people.

This vision is delivered through a set of strategic plans including this Asset Plan. These plans inform and guide Council's decision making and set out the outcomes and priority initiatives that compel action towards a thriving future.

Integrated Strategic Planning Framework

Council's strategic plans are developed in accordance with the integrated approach to planning and reporting driven by the *Local Government Act 2020*.

Figure 3. Integrated Strategic Planning Framework



The Integrated Strategic Planning and Reporting Framework (ISPRF) outlines Council's commitment to building a strategic planning and reporting system that is connected, inter-dependent, and outcomes focused.

The framework is designed to give Council and the community a clear picture of:

- The long-term vision for our shire – Community Vision
- What we will deliver to get there – Council Plan
- The resources we need to deliver – Financial Plan and Asset Plan
- How progress towards the vision is measured – Annual Reporting.

Strategic planning provides Council with a clear direction, informs its resource planning, and helps to ensure it delivers on its commitments.

Council's Asset Plan fits together with the other strategic planning documents, all working toward achieving our Community Vision, Council Plan objectives, and how Council tracks its progress against them.

Supporting the Delivery of Council's Goals

Infrastructure assets play a critical role in helping Council achieve the goals and aspirations it shares with the community as articulated in the Community Vision and Council Plan.

Physical assets provide the places and networks that are the backbone of the delivery of services to the community.

Without fit for purpose, safe, and well managed assets, the quality and standards of these services can adversely suffer.









The alignment of the Community Vision Themes, Council Plan Outcomes, Council services and programs, and infrastructure assets is shown in the Integrated Strategic Planning Framework diagram. At a high level, it demonstrates how community assets support outcomes and objectives.









Service Performance Principles






Council services are designed to be fit for purpose, targeted to community needs and value for money. The service performance principles include:

- Services are provided that are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded; services are accessible to the relevant users within the community.
- Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate Council's performance regarding the provision of quality and efficient services.
- Council is developing a performance monitoring framework to continuously improve its service delivery standards
- Council is developing a service delivery framework that considers and responds to community feedback and complaints regarding service provision.

Council's Strategic Objectives **and our Assets**

Strategic Objective	Supporting Services and Programs	Supporting Assets	How Assets Serve Our Objectives
 Our Places We have connected and active places and spaces for everyone	<ul style="list-style-type: none"> - Social housing - Open space management - Libraries - Facilities - Traffic and transport - Community transport - Community access and equity - Arts and cultural services 	Transport 	Roads, bridges, footpaths and pathways enable people to move safely, actively, and equitably around our shire.
		Open Space and Recreation 	Parks, gardens, trails, and recreation assets contribute to a well-connected and liveable built environment by fostering access to green, inclusive public spaces. These assets support community connection, promote active lifestyles and enhance environmental outcomes through tree planting and improved canopy cover.
		Buildings 	Community buildings, libraries, arts and cultural venues, and sporting facilities support connection, inclusion, safety, and accessibility for all.
 Our Environment Our rural and natural surroundings are cared for and protected	<ul style="list-style-type: none"> - Biodiversity and conservation programs - Waste and resource recovery - Climate action initiatives - Water management and environmental sustainability - Parks and open space management 	Stormwater and Flood Management 	The stormwater drainage network protects the natural environment by managing runoff and improving water quality.
		Open Space and Recreation 	Natural reserves, parks, and conservation areas protect biodiversity and provide sustainable recreational spaces.
		Buildings 	Community buildings incorporate sustainable design principles, supporting climate resilience and environmental stewardship.

Strategic Objective	Supporting Services and Programs	Supporting Assets	How Assets Serve Our Objectives
 Our People Our community is safe, healthy and well	<ul style="list-style-type: none"> - Youth services - Family and children's services - Community safety initiatives - Sport and active living programs - Health and wellbeing partnerships - Emergency management and resilience programs 	Transport 	Safe and accessible pathways, crossings and roads improve safety and connectivity for all users.
		Open Space and Recreation 	Parks, gardens, trails, playgrounds, and other recreation spaces provide inclusive and accessible public places that promote physical and mental wellbeing, support active lifestyles, foster community connection, and offer safe, welcoming spaces for people to gather.
		Buildings 	Accessible and inclusive buildings support service delivery, community resilience, health, wellbeing, and social connection.
 Our Economy Our local businesses and tourism sectors are thriving and provide opportunities for everyone	<ul style="list-style-type: none"> - Economic development and tourism - Arts and cultural services - Community facilities management - Event and activation programs - Local business support initiatives 	Transport 	Local roads and transport infrastructure support goods movement, visitor access, and local economic activity.
		Open Space and Recreation 	Parks, reserves, and civic spaces support tourism and economic vibrancy by creating destinations for visitors and residents.
		Buildings 	Community hubs, libraries, event spaces, and other public buildings support cultural tourism, business activity, and inclusive community participation. These facilities also play a vital role in advancing social equity by providing access to essential services, enabling social connection and supporting initiatives such as affordable housing and inclusive service delivery

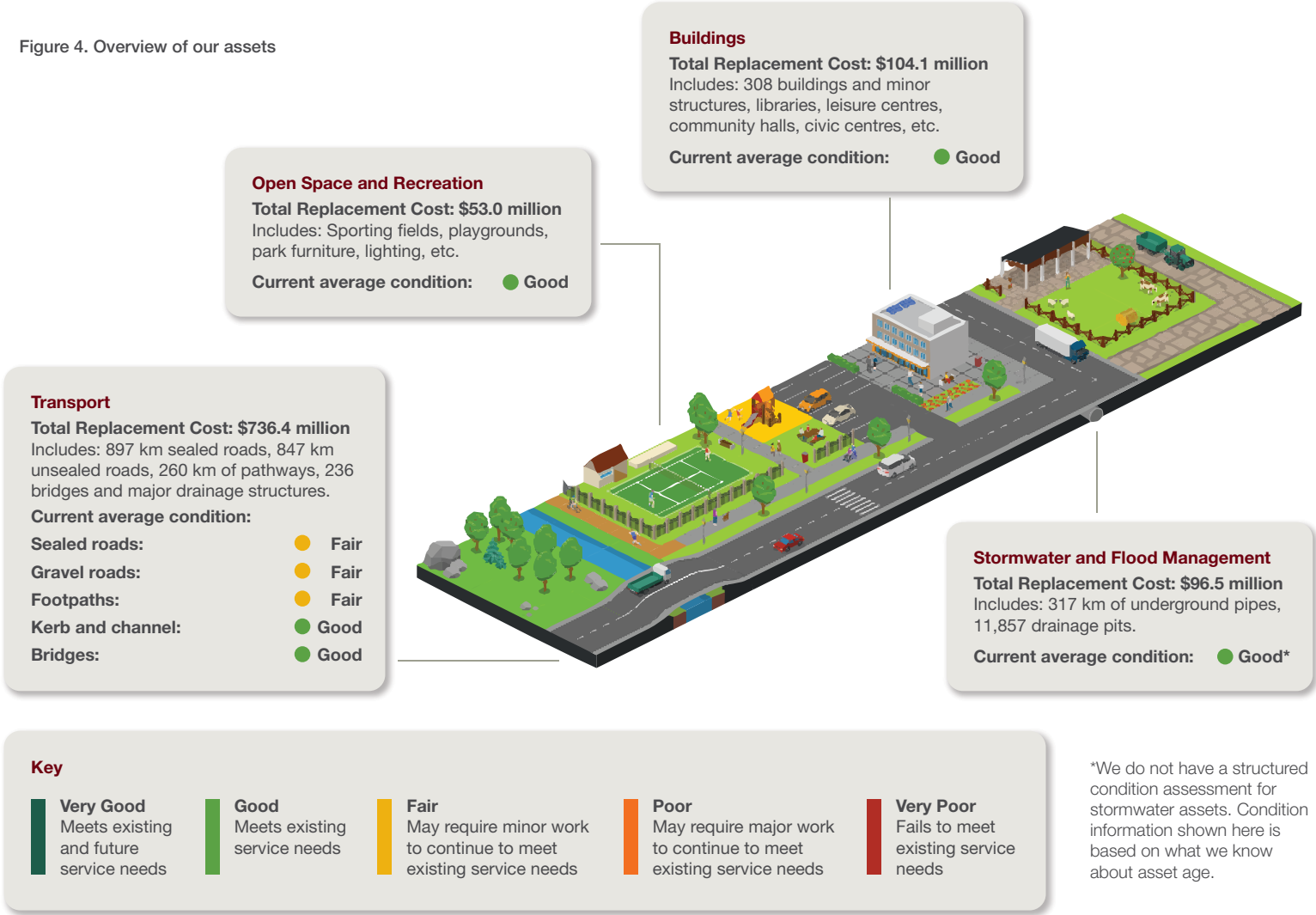
Strategic Objective	Supporting Services and Programs	Supporting Assets	How Assets Serve Our Objectives
<div>Our Performance We are accountable, trusted and collaborative</div>	<ul style="list-style-type: none">- Asset management- Infrastructure planning- Community engagement- Governance and customer service- Business continuity and risk management	Transport 	Effective and sustainable asset management ensures that infrastructure meets community needs now and into the future. Buildings, open spaces, transport, and drainage assets are managed responsibly, with transparent decision-making and community input driving priorities and investments.
		Open Space and Recreation 	
		Buildings 	
		Stormwater and Flood Management 	

Council's and the **Community's Assets**

Council measures the performance of its infrastructure through ongoing condition assessments. The information in 'Figure 4' on page 18, gives an overview of the current state of these assets according to the average condition of each asset class. Council's aim is to maintain the current performance of its infrastructure over the period of this Asset Plan.



Figure 4. Overview of our assets





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Draft Asset Plan 2025-2035

How Does Council Manage its Assets?

Asset Management Systems and Planning Process

Effective asset management planning ensures that assets are managed and maintained in an efficient manner enabling affordable services to be provided for the community.

Asset management planning and financial planning have an interdependent and reciprocal relationship. As part of Council's ongoing endeavour for improvement, future revisions of the Financial Plan and the Asset Plan will be prepared in alignment to ensure a balanced approach.

Assets exist to support the delivery of service outcomes to the community. A core part of the Asset Plan is establishing functional service level standards across all classes of assets. The Asset Plan defines the performance standards for each asset class/type, as well as the necessary investments that will be required to achieve them.

The Asset Plan will be based on and clearly connected to the Financial Plan and underlying budgets and projections. Assumptions underpinning the Asset Plan will be transparent and linked to preparation of the Financial Plan, budgets, service standards, and major capital initiatives.

The Asset Plan provides a 10-year projection that is aligned and integrated with the Financial Plan taking into consideration the actions of the Council Plan to achieve the Community Vision.

The Asset Plan is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting
- Council's Asset Plan addresses the Community Vision by managing Council's assets in a way that meets the aspirations and actions of the Council Plan, which are formulated in the context of the Community Vision
- Council's strategic planning principles identify and address the risks to allow for the effective implementation of the Asset Plan
- Council employs a strategic approach to asset planning that is influenced by service levels, the financial position, and impacts on the organisation and community.

The aim of this strategic approach is to ensure:

- Support of the achievement of the Community Vision
- That the needs and expectations of the Macedon Ranges Shire community are met
- Council's long-term financial sustainability
- Intergenerational equity
- Delivery of appropriate, targeted, effective and efficient services.

In turn, Council can:

- Continue funding to ensure Council's infrastructure is replaced and maintained when required
- Commit to major projects
- Continue to fund the full lifecycle costs of any new or enhanced services, or construction of new assets through savings, rate increases, borrowings, or grant funding
- Maintain existing services at agreed functional performance standards.

Information and Knowledge Management

Council uses digital based information systems that perform various asset management tasks throughout the organisation. They are integral in the management and monitoring of assets and allows Council to:

- Document asset attributes, conditions and values
- Create and dispose of assets
- Assign works via the works requests system and record the expenditure
- Fulfill the requirement to report regularly to the community and other government authorities about Council's asset management programs and asset information
- Calculate end of financial year valuations
- Record and measure performance, utilisation, activities and requests relating to assets and service provision
- Continuously develop and improve the asset management process, knowledge and support
- Measure the performance and maturity of assets and asset management across Council.

Good quality information about assets is essential for effective asset management planning. Knowledge of Council's key asset data covers physical characteristics, installation date, useful life, asset value, current condition, and performance.

Council aims to collect and maintain sufficient information about its assets to enable well-informed decisions and efficient allocation of finite resources.

Understanding the current and future performance of assets provides key inputs into Council's asset management decision making, enabling benefits including:

- Mitigation of risks associated with asset failure
- Avoiding unplanned outages or service disruptions
- Accurate prediction of future expenditure requirements
- Enhanced sustainability through optimising service life
- Identifying the most economic interventions and when they should be carried out
- Assessing current and future demand to better plan for demand changes.

Asset Condition

An asset is depreciated in line with its expected useful life and will likely require renewing at some point during its life cycle.

Council uses a 0 to 10 condition rating system for all of its assets. An asset in condition 0 is new, while an asset in condition 10 is at end-of-life.

For the purposes of Council's regular reporting on the State of Assets, the 0 to 10 rating system is placed into five broad condition categories being; Very Good, Good, Fair, Poor, and Very Poor. This is shown in the 'Asset Condition Grading System' on page 22.

Asset Condition Grading System

Rating	Condition Reporting Category	Description	
0	Very good	New	New or an asset recently rehabilitated back to new condition.
1		Near new	No visible signs of deterioration. This is often based upon the time since construction rather than observed condition decline.
2		Excellent	Very slight condition decline is visually obvious, no longer in new condition.
3	Good	Very good	Early stages of minor deterioration. No serviceability problems.
4		Good	Some obvious deterioration is evident with slightly impaired serviceability.
5	Fair	Fair	Obvious deterioration and some serviceability loss.
6		Fair to poor	Quite obvious deterioration and serviceability would be affected with rising maintenance costs.
7	Poor	Poor	Severe deterioration and serviceability limited. High maintenance costs.
8	Very poor	Very poor	Serviceability heavily impacted. Very high maintenance costs and needs to be rehabilitated.
9		Extremely poor	Severe serviceability problems needing rehabilitation immediately. Could also be a risk to remain in service.
10		Failed	No longer serviceable and should not remain in service. Extreme risk if remaining in service.

The accumulated depreciation or condition is an indication of where an asset exists within its lifecycle. Accumulated depreciation expense gives an indicative cost of how much the asset has cost to provide services and also allows for the future cost of renewal to be accounted for.

Assets that are nearing the end-of-life or that have been identified for renewal based on age should be inspected and validated before being placed on a renewal program.

Council generally does not run assets down to condition 10 as the maintenance costs and risks to the public are regarded as unacceptably high. Assets are closely monitored for deterioration once they reach condition 6 so that appropriate intervention of renewal work can be planned.

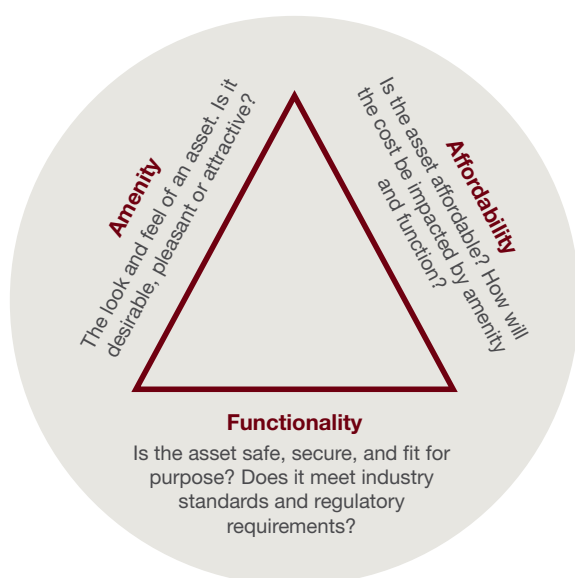
Assets that are non-critical that are unable to be treated or rehabilitated may reach condition 9 or 10 at which time they are removed from service until being fully decommissioned or rehabilitated.

Managing Demands and Setting Priorities

Asset management for Council is the process of balancing amenity, functionality, and affordability while striving to maintain existing services, for the community, at agreed performance standards.

Amenity, functionality, and affordability are all interconnected as shown in 'Figure 5' below.

Figure 5. Asset Management Balanced Approach



Functionality refers to both present functionality and future functionality, considering factors that influence demand over time, such as a changing climate or the increased frequency fires, floods, and storms.

Affordability may also be influenced by increased or decreased operating costs as a result of fluctuating utility prices and the availability of resources.

Demand management is applied within asset management planning to ensure that Council services are delivered effectively when demands are placing increasing pressures on the limited resources available to Council.

This requires Council to manage the balance between maintaining existing services at agreed functional performance standards and whole of life costs, while ensuring the economic, financial and human resources required for effective service delivery to be met.

The following principles regarding demand management are applied when setting priorities for Council's works programs, allowing for informed decision making:

- Identifying community expectations, needs and priorities
- Identifying strategies to articulate Council's capacity to meet demand and the consequences of any actions
- Applying strategies to manage the provision of resources to meet demands over time
- Using available resources effectively and efficiently.

By managing demand Council can prioritise and manage its resources, creating confidence and transparency in decisions relating to:

- Refurbishment or renewal of existing assets
- Maintenance of existing assets
- Procurement or acquisition of new assets
- Disposal and rationalisation of existing assets.

Elements of demand management and priority setting include:

- Identifying, defining and measuring current and future service demand
- Measuring current and future service capacity
- Measuring the gap between projected demand and capacity
- Identifying strategies to influence demand
- Performing a financial and risk analysis
- Monitor and review processes and the impacts on service demand and asset performance
- Applying the most efficient and effective management strategies.

This leads to better governance of assets and better planning of Council's long-term infrastructure asset projects and programs. Services are then targeted to the appropriate recipients and community groups effectively and cost efficiently, making best use of available resources.

A sustainable approach to asset management finds the balance between amenity, function and cost.

Risk Management and User Safety

Council's corporate risk management approach is covered in the Risk Management Framework and Risk Management Policy. The standard procedure includes the following:

- Hazard identification
- Risk analysis
- Risks evaluation
- Risk treatment
- Monitoring and review
- Communication.

The implementation and integration of risk management is an integral part of asset management. Council has prepared an extensive infrastructure risk register that forms the basis of its Infrastructure Risk Management Plan. Adopting a risk management approach assists Council in managing all assets and liabilities.

Council's maintenance management system combined with the asset management risk overlay helps determine which of Council's assets are critical and what level of intervention is required.

Some of the key risks associated with infrastructure assets include:

- Financial sustainability
- Compliance with legislation and standards
- Mitigation of public safety issues
- Obsolescence
- Contemporary acceptance and neighbourhood character
- Asset degradation due to inadequate maintenance and high service delivery demands
- Impacts of climate change
- Stakeholder expectations
- Governance/decision making frameworks
- Land use and planning constraints
- Inter-government coordination/cooperation
- Demographic/population shifts.

More information regarding Council's risk management approach in relation to assets will be contained within the operational document Infrastructure Risk Management Plan. This document will be endorsed by Council's Executive Leadership Team. Status of risks will be reported to the Audit and Risk Committee at appropriate intervals and regularly to Council's Executive and Senior Leadership Teams.

Standards and Compliance

Assets must be safe and fit for purpose to ensure that users are not placed at increased risk as they undertake their daily activities.

There are industry standards and best practice compliance obligations across all service areas of Council. Infrastructure must be built so that it can last to an expected standard for an expected period of time.

Using established standards and best practice guidelines assists in reducing risk to both the public and Council.

Growth and Development

The demand for an increase in service and asset provision will escalate proportionally with population growth and demographic changes.

This has also been articulated through the Council Plan where the community would like to see a coherent network of assets that provide fit for purpose services across the Shire.

Demand for services will be managed through a combination of managing existing assets, upgrading existing assets and providing new assets to meet and manage the ongoing changes within the community.

Demand management practices may also include nonasset solutions, such as advocating for improved access to public transport, or insuring against risks and managing failures.

Growth to Council's asset base also occurs through developer contributions or gifted assets, this represents assets gifted to Council through urban development.

While there is no initial cost to Council, there are additional operating and maintenance costs incurred over time to ensure that these assets continue to function for the community.

Growth to the asset base places upward pressure on operating and maintenance costs that are independent of increases due to inflation. Cost increases due to inflation have been modelled in the Financial Plan using an estimate of the Consumer Price Index.

Gender Equality, Access, and Inclusion

So that every resident and visitor to our Shire can fully participate in community life, Council's infrastructure must be usable, welcoming, relevant and safe for all.

Many disadvantaged groups may miss out on opportunities to improve their lives as the infrastructure around them is not provided with their needs in mind. This means that services are likely to be experienced differently and have different outcomes for people of different genders or backgrounds.

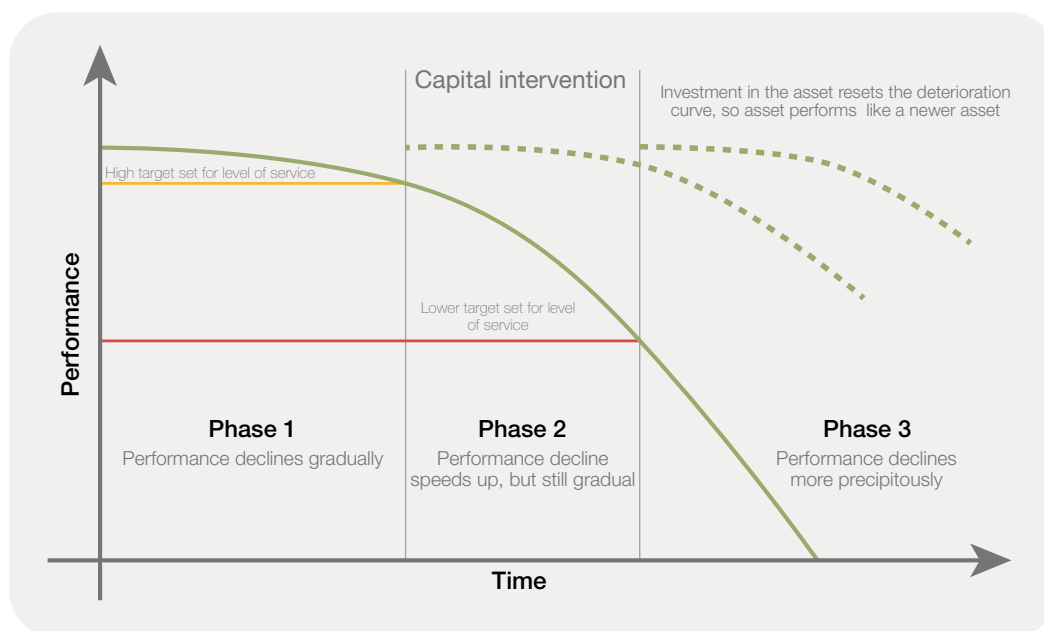
Council is committed to considering gender equality and social inclusion in planning, delivering, maintaining, and managing its assets to support equal access to services. This commitment begins with an inclusive design that ensures our infrastructure works for everyone, including women, men, gender-diverse people, people with disabilities, refugees, and culturally and linguistically diverse community members. This is to make sure that Council's public spaces and facilities are accessible, equitable, functional, and remove barriers that may be experienced by members of Macedon's diverse community.

Determining the 10-Year Plan

Determining the 10-year plan can be viewed as achieving the balance of amenity, functionality, and affordability.

The life of an asset and the strategies applied to determine the most appropriate treatments of an asset throughout the duration of its life are outlined in 'Figure 6' on page 26.

The depreciation costs over the life of an asset can be managed through effective and timely maintenance and renewal activities with the aim of minimising whole of life costs.

Figure 6. Asset Lifecycle and Treatment Strategies¹

¹ Source: United Nations Managing Infrastructure Assets for Sustainable Development Handbook

There are various forms of works or treatments available for Council's to consider when deciding how best to keep an asset in service. These can be broken into maintenance works and capital works.

Maintenance

Minor works that are required to safely keep an asset delivering services and are funded through Council's annual operating budget.

If maintenance works are neglected, then assets may not achieve their full service life and require early major interventions which can place a heavy financial burden onto future generations.

Capital works

Major works that are required when rehabilitating assets that have reached intervention condition, constructing new assets, or upgrading existing assets. Capital works are funded through Council's annual capital works budget.

These are the strategies that are utilised at Council to help optimise whole of life costs and to maintain the balance between asset amenity, functionality and affordability.

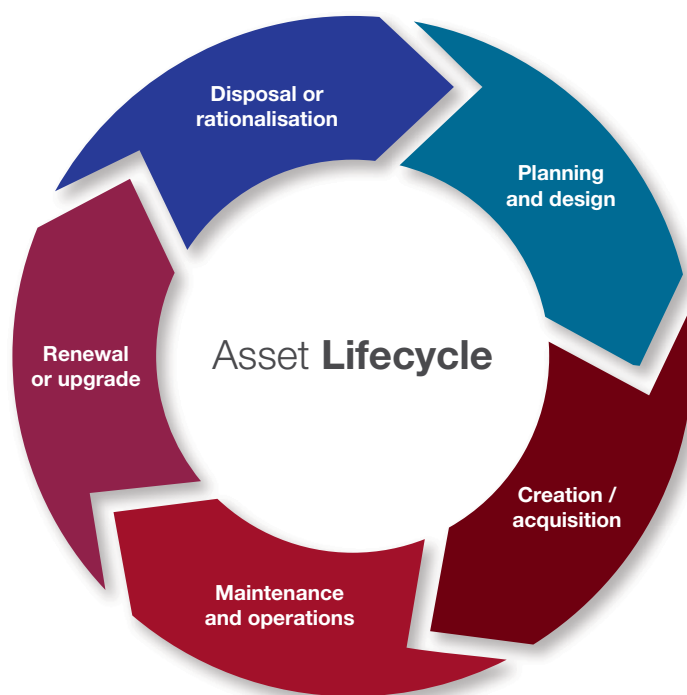
Lifecycle Management

Council's approach to asset management is centred on asset life-cycle management decision making processes that are used to manage its infrastructure.

This ensures that Council optimises its management practices at each phase in an asset's lifecycle and results in cost-effective asset management.

Underpinning this approach are Council's asset risk management processes to support decision making through each lifecycle phase.

Figure 7. Asset Lifecycle



Planning and Design

Council recognises that each of the various types of assets that it owns and manages have different requirements and provide different services to the community.

To inform future planning, Council has prepared a range of service strategies to reflect the specific nature of some of its facilities linked with the needs of users and current standards or regulatory requirements.

Several strategies, plans and policies have been developed to guide the management of Council's asset portfolio and the services they help deliver. These include but are not limited to:

- Arts and Culture Strategy
- Environment Strategy
- Gisborne Urban Design Framework
- Municipal Early Years Plan
- New Gisborne Development Plan
- Open Space Strategy
- Positive Ageing Plan
- Sport and Active Recreation Strategy
- Various Bushland Environmental Management Plans
- Various Township Structure Plans
- Various Flood Studies
- Walking and Cycling Strategy
- Shire Wide Footpath Plan
- Weed and Pest Animal Strategy
- Gender Equity Strategy.

These strategies provide a service-driven assessment of asset performance, levels of service, and future needs. Service strategies provide for broad future planning and guide key funding decisions concerning assets upgrade requirements.

- Provision of new assets
- Optimised asset renewal
- Adaptive reuse or rationalisation of assets.

Implementing the key actions and recommendations from Council's various strategies and plans are key to addressing service demands and informing and prioritising capital investment.

Creation and Acquisition

Council acquires assets either through construction undertaken by Council or through gifting from developers / community groups. Gifted assets are sometimes also referred to as contributed assets.

On occasion Council may identify a shortfall in a service area and have to acquire either land or assets to fill that void.

Shortfalls also occur when there is a shift in community expectation or an agreed service level change.

Acquisition normally occurs only if a modern equivalent renewal or asset upgrade is unable to meet the service demand. All acquisition and expansion are guided by endorsed Council policies, plans, and strategies.

Acquisition and expansion both result in increases to operating and maintenance (recurrent) costs. Operation and maintenance cost increases are committed to at the time of acquisition and Council should seek to acquire assets that have low built-in operating and maintenance costs. Council should always make allowances in the Financial Plan for the impact that new assets have on the operating budget.

Maintenance and Operations

Operations and maintenance plans are designed to enable existing assets operate to their service potential over their useful life.

This is necessary to achieve service standards, comply with legislation, and prevent premature asset failure or deterioration. This is achieved by providing the optimum level of maintenance and care in a financially and environmentally sustainable manner.

Maintenance is undertaken with the intention of:

- Maintaining service continuity
- Reinstating the physical condition to a specified standard
- Preventing further deterioration
- Restoring correct operation
- Replacing minor components
- Temporary repairs
- Mitigating issues arising from emergencies.

Both operations and maintenance can be planned or reactive activities. Planned tasks are programmed to occur at set times or frequencies throughout the year, while reactive tasks are undertaken in response to service requests or as a result of unforeseen asset failures or system interruptions.

Asset Renewal

Renewal priorities in the 10-year plan are the result of data analysis of the following inputs:

- Condition assessments
- Risk and safety assessments
- Declining service potential
- Recurring maintenance activity
- Modern equivalent renewal.

Timely and balanced renewal of assets helps mitigate increases in Council's operating and maintenance costs. It also reduces the financial burden for future generations and helps to effectively manage risk to the community and Council.

Asset renewal is a key component of long term service delivery and financial sustainability.

Asset Upgrade

Upgrade is work done to an existing asset so that it provides an increased level of service.

Upgrade can be the preferred type of work when it is paired with the renewal of an older asset. Upgrades are sometimes prioritised over renewals when the current asset composition is no longer fit for purpose.

Upgrades drive up operating and maintenance costs, however, when paired with the renewal of an older asset can provide a good net result to Council. A dramatic increase in the level of service being provided is obtained with a relatively neutral impact on operating and maintenance costs.

Disposal and Decommissioning

Assets can be decommissioned or disposed when they are:

- No longer fit for purpose
- Underutilised or a surplus to need
- Made redundant
- No longer comply with statutory requirements, standards, or regulations.

Assets are often disposed of when replaced by a like type asset. Asset disposals should always be considered alongside acquisition and expansion so that the financial burden placed onto future generation is minimised.



Asset disposal is a key component of a risk management approach to asset management. Leaving end-of-life assets in the public realm places the community and Council at an unacceptable level of risk. Effective asset disposal can also assist in reallocating limited resources for maximum community benefit.

Lifecycle Management Strategies



Planning and design	Creation / acquisition	Maintenance and operations	Renewal or upgrade	Disposal or rationalisation
<ul style="list-style-type: none"> Asset requirements are identified to meet service needs over the long term. Before building or acquiring new assets non-asset service delivery solutions such as tenancy agreements, strategic partnerships, etc. are considered. Asset design considers affordability, equity, maintainability and the environment. Evidence based decision-making that considers the whole-of-life implications of acquiring, operating, maintaining, and disposing of an asset. 	<ul style="list-style-type: none"> Assets are constructed according to planning and design documentation. Effective procurement strategies are used for prudent and efficient delivery of assets. Projects and assets are delivered according to Council Project Management Framework. Newly acquired assets are checked for quality before they are put into service. 	<ul style="list-style-type: none"> Systems and processes record information about assets. Cyclic assessments of the condition of assets over their life. Regular inspections, servicing, and maintenance of assets so that they are safe, compliant, and are continuously available for use. Maintenance is planned to minimise the risk of asset failure. Optimisation of works and intervention to minimise ongoing costs. 	<ul style="list-style-type: none"> Timing of asset renewal or replacement is optimised to reduce costs. Use of assets is maximised through reuse, adaptation, or co-location of services. Priorities are informed by service needs, demand changes, compliance matters, climate resilience, or reduced environmental impact. Asset upgrades are timed with other renewal needs where possible to maximise investment benefits. Asset design considers affordability, equity, maintainability and the environment and comply with relevant standards. 	<ul style="list-style-type: none"> Assets that do not directly support service objectives they are considered for decommissioning or rationalisation to reduce lifecycle costs.



Challenges and Opportunities

Local, national, and global trends all have the potential to impact the future outlook of our shire. We need to understand these trends, harness their benefits, and adaptively respond to preserve the health, vibrancy, resiliency of the Macedon Ranges.

Challenge/opportunity	Trends	What does this mean for asset management and service delivery?
 Population Growth and Demographic Changes	<p>Current projections indicate that our population is estimated to increase by 37% between now and 2046, from 56,073 to 75,303.</p> <p>Over the same period the projections indicate a 6.7% increase in population under working age, a 15.5% increase in population of retirement age, and a 9.5% increase in population of working age.¹</p>	<p>We will need to expand our services to cater for our growing community by making suitable investment in infrastructure.</p> <p>We will also need to optimise the use of our assets and consider partnerships for non-asset service delivery solutions, where possible.</p> <p>Change in the age structure of the population will mean it will be critical for us to plan age-based facilities and services.</p>
 Ageing Infrastructure	<p>One of the biggest financial challenges facing us is the cost of renewing our ageing infrastructure.</p> <p>Our assets have been built and developed in the past. Many years on, this period of development has created a large peak in the need to invest in asset maintenance and renewal.</p>	<p>As our assets continue to age, more investment in maintenance and renewal expenditure will be required to ensure that the current levels of service enjoyed by the community continue to be delivered.</p> <p>More innovative approaches to the provision of services will also need to be adopted to ensure ongoing viability, improved quality of life for our community and resilience to shocks and emerging stresses.</p>

¹ Source: forecast.id.com.au/macedon-ranges/population-age-structure

Challenge/opportunity	Trends	What does this mean for asset management and service delivery?
 Rising Cost of Services	<p>Cost increases to items such as electricity, petrol, and raw materials all impact on our ability provide value for money services. For us, this occurs within an expectation of doing more with less or improving our efficiency to ensure more can be achieved with less money.</p> <p>This is compounded by significant limitations on our ability to generate our own source revenue from rates due to rate capping.</p>	<p>We will need to continually investigate more efficient methods for maximising service delivery within our funding constraints and balance the affordable provision of services and assets against the needs of our community. This will help make sure that Council's financial sustainability is not materially impacted.</p> <p>Our advocacy efforts will need to continue to other levels of government for support in meeting the current and future needs of the community.</p>
 Political and Regulatory Influence	<p>We operate in a complex legislative environment that directly influences the way manage our assets.</p> <p>Cost shifting from other levels of government will continue to play a key role in Council's ability to maintain service level provided to the community.</p> <p>There is an expectation that Council will continue to deliver services, even when State and Federal Government funding is withdrawn or reduced. Asset-related compliance and reporting requirements are expected to continue to increase and become more complex.</p>	<p>We need to meet our regulatory and statutory obligations while being conscious of maintaining affordability and financial sustainability. This requires good decisions to be made to manage competing funding demands across a broad range of projects, programs, and services.</p> <p>We will continue to strongly advocate to other levels of government for support in meeting the current and future needs of our community.</p> <p>We will ensure that our assets are inspected regularly and that a sound risk management framework is implemented to monitor all infrastructure risks and implement appropriate risk mitigation measures.</p>

Challenge/opportunity	Trends	What does this mean for asset management and service delivery?
 Climate Change	<p>We are already experiencing the impacts of climate change.</p> <p>In the future, we can expect; storm damage to infrastructure, decreased water quality and supply security, reduced summer outdoor activity due to higher temperatures, and hotter public spaces.</p>	<p>We will need to recognise climate change risks and examine the vulnerability of our asset network. If and when disasters occur, we will need to focus our efforts and resources on supporting the recovery of our community.</p> <p>Our assets will need to be rebuilt to a higher standard to make them resilient in the expectation that risks will only increase in the future.</p> <p>Active leadership from Council to make use of sustainable energy and delivery on our commitments made in the Counting down to ZERO Plan.</p>
 Meeting Current and Future Needs	<p>The community expects us to be able to quickly respond to emerging needs and demands. These can be influenced by numerous factors such as generational change, legislative change, increased environmental standards, changing technology, etc</p> <p>There is also ongoing pressure from the community for higher quality assets and services - more advanced and functional buildings, enhanced open space areas, greater connection with others, simpler access to services.</p> <p>The expectation is for a higher level of service for the same amount of money – in other words doing more with less.</p>	<p>We will need to plan assets that are responsive and adaptable to meet shifting community needs and priorities.</p> <p>Our assets must cater for the expectations of the community by remaining accessible, well maintained, and fit for purpose. This must be balanced and prioritised against investment in new and expanded assets to support the shire's future and the ability of the community to pay.</p> <p>More innovative approaches to the provision of services will also need to be adopted to ensure ongoing viability, maintain quality of life, and resilience to shocks and emerging stresses.</p>

Our Community and Asset Management

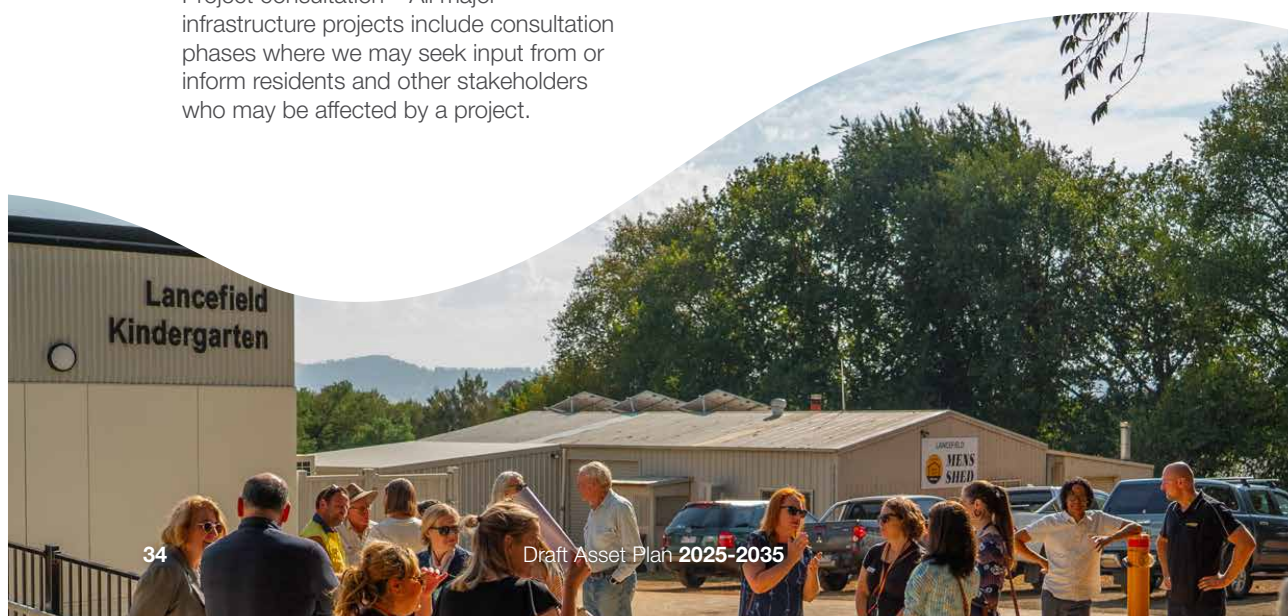
A significant number of people use and rely on Council's assets in their daily activities.

The community plays an important role in helping Council to determine the 'what, when, where, and how' of asset management. There are many ways that the community can directly or indirectly influence Council's decisions and actions.

How the Community Helps Inform our Decisions and Actions

The community has the opportunity to provide Council with feedback and influence the decisions that are made about its assets in a number of ways:

- Community satisfaction surveys – Our Municipal Survey is an important tool used to assess our performance across a range of measures. The results of this survey help us to identify ways to improve or provide more effective services to our community
- Project consultation – All major infrastructure projects include consultation phases where we may seek input from or inform residents and other stakeholders who may be affected by a project.
- Development of strategic plans – We involve our community in the many policies, strategies, and plans we prepare. Our engagement approach seeks to empower the community to provide input into the decisions that affect asset and service delivery.
- Council meetings – We provide access to our meeting agendas and minutes and the opportunity to raise issues directly with us at public meetings.
- Annual Budget and Capital Works Program – Our annual budget, incorporating our capital works program, is developed with a consultation process involving key stakeholders and Councillors. The draft budget is published for community consideration, comment, and input.
- Customer service requests – Members of the community are able to contact us directly to let us know of any hazards, maintenance issues, or other problems they may see relating to our infrastructure. This complements our other inspection programs and helps us to preserve the function and safety of our assets.



Asset Plan Engagement

Community engagement for the development of the Asset Plan was undertaken in conjunction with the preparation of the Community Vision, Council Plan, and Financial Plan. This process was consistent with Council's Community Engagement Policy.

The Macedon Ranges Shire Council Planning Community Assembly comprised 39 community members representing the diverse demographic groups that make up the Macedon Range's community.

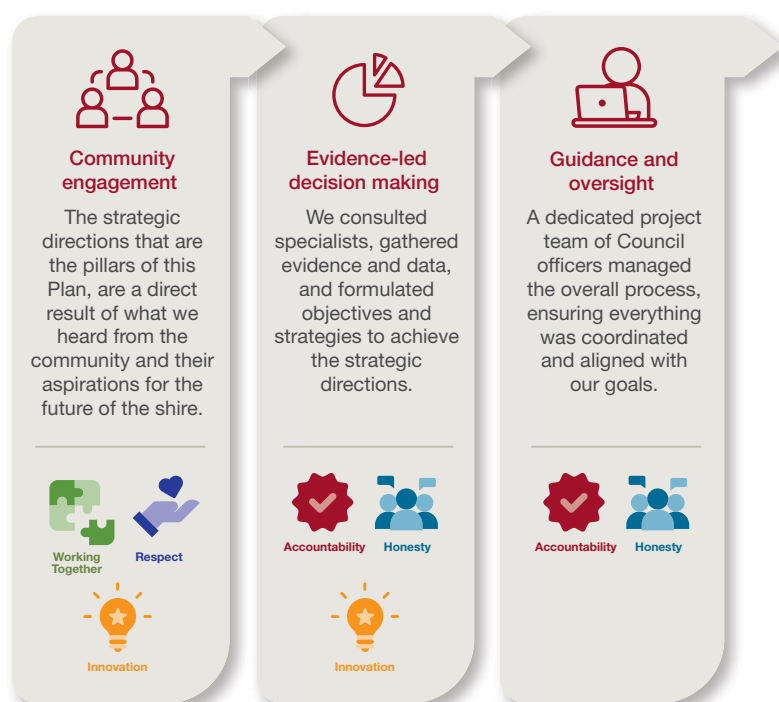
The Community Assembly participated in 4 workshop sessions in March and April 2025 and deliberated on some of the most pressing and complex issues and opportunities impacting Council for their planning now and into the future.

The Community Assembly worked together to respond to the following overarching remit for deliberation which was informed by Council:

How should Council prioritise its services, allocate resources, and plan for future growth to meet community needs?

... (while at the same time addressing financial constraints and ensuring long-term liveability and sustainability?)

Figure 8. Community Engagement Process for the Plan



Key Messages of Recommendation for Council

After deliberating on a range of complex topics and real-life dilemma scenarios for Council, the Community Assembly presented 9 key messages of recommendation to Council.

The recommendations relevant to this Asset Plan are shown below.

The outcomes from the deliberative engagement process have been incorporated into this Asset Plan and will help guide our decisions over the life of the Plan.

Community Assembly Asset Plan Recommendations

Topic	Key Message / Recommendation for Council
<p>Providing and funding assets for our growing and changing communities</p> <p>Pools, Stadiums and Recreation Assets</p> <p>How do we meet the future use/ demands of the shire, whilst balancing financial viability of our assets and levels of service?</p> <p>Community Facilities</p> <p>Exclusive use versus multi-use options for activating Council's community facilities.</p>	<ul style="list-style-type: none"> Look to better utilise existing facilities to encourage other users to access facilities when not in use. <ul style="list-style-type: none"> i.e.: this building isn't used during the day, why not offer to groups like CWA etc to use during the week. Recreation grounds should be encouraged to share with complementary (or non-conflicting) user groups and also be able to be hired out for casual to other uses. <ul style="list-style-type: none"> Why? To save money by not building new buildings and benefit to community groups who now meet in other places like pubs etc. Get community groups to manage facilities to save cost to Council and allow other casual users to book facilities. Council could create a database/ booking system to hire out facilities or refer to community's committee that manages facility.
<p>Transport Infrastructure</p>	<ul style="list-style-type: none"> Our advice for Council on transport infrastructure is to actively and regularly perform proper maintenance on roads and ensure footpaths are accessible. <ul style="list-style-type: none"> Because: Road safety is important to the community and accessibility shouldn't be an afterthought.

Council is committed to making future asset management and investment decisions in line with its asset management planning framework, including the important recommendations provided by the Community Assembly.

Funding the **Asset Plan**

The main theme underpinning our Asset Plan and broader asset management planning principles is ensuring responsible stewardship of Council's assets to meet the needs of tomorrow's community.

Council is responsible for ensuring that its infrastructure contributes to it achieving its long term aspirations and supports a healthy, well connected, and prosperous community.

Asset Investment Strategy

Looking ahead to the next 10-years, Council's approach is to continue to be prudent in its investment decisions using a holistic lifecycle approach to asset management. This means that Council will aim to plan its assets so that they will continue to support quality living, economic development, and the environmental integrity of the shire in the long-term.

In planning and providing infrastructure requirements in the next 10 years, Council will aim to:

Optimise asset life through timely and effective maintenance	There is no one-size-fits-all care programme for all our assets. We will continue to use a mix of approaches, including preventive maintenance, reactive maintenance, predictive maintenance, and risk-based maintenance for critical assets.
Continue to renew infrastructure	Through a robust asset renewal programme, we will progressively replace our assets as they reach the end of their service life. The rate of asset renewal is intended to maintain the overall condition of the asset system at a standard that reflects its criticality and age profile and ensures that the community's investment in infrastructure is sustained.
Sustain current levels of service	Using a holistic lifecycle approach to asset management, our decisions will be data driven to maximise the performance and service life of our assets without diminishing our net level of service over the long term.
Manage the impacts of growth and land use change	Our strategic plans provide guidance on future asset needs by identifying location and scale of growth. Contributions from development will fund necessary infrastructure so that growth pays for growth, and costs are not unfairly borne by established communities.

Comply with legislative requirements	We acknowledge and will action legislated standards in infrastructure planning and development.
Provide long-term affordable services	Our financial strategy will continue to reflect the balancing of ratepayer affordability against community needs and aspirations.

Rate capping

Rate capping constrains Council's ability to control revenue. Under the rate capped environment, greater emphasis is required on the maintenance and renewal of existing assets as opposed to the improvements or development of new assets.

Council's Revenue and Rating Plan addresses its reliance on rate revenue and provides options to actively reduce that reliance to ensure ongoing financial sustainability.

Council rate cap

The Minister for Local Government sets local council rate caps. The cap is the maximum amount we can increase our general rates and municipal charges within a financial year. The rate cap set for 2025/26 is 3.0%.

Funding Allocation Framework

As part of Council's annual budget process, judgement is required to determine the allocation of its available funding.

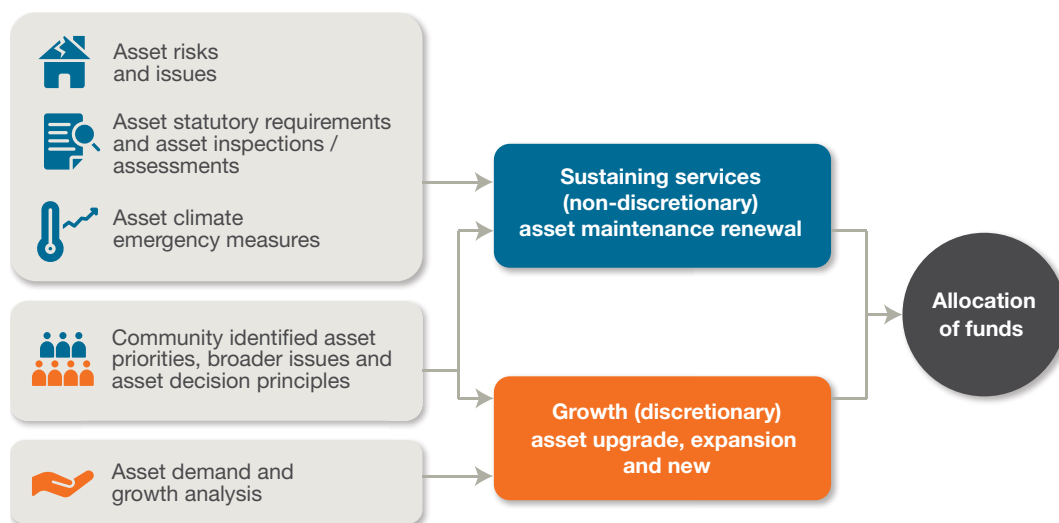
In making such decisions, Council seeks to deliver the best overall outcome for the community in line with the goals articulated in the Community Vision and Council Plan.

Available funding is allocated between capital and operating expenditure, and between discretionary and non-discretionary funding. Renewing and maintaining existing infrastructure is Council's highest priority. 'Figure 9' on page 39, shows Council's framework for prioritising its available funding across both capital and operational programs.

Council's Funding Allocation Framework ensures that:

- Non-discretionary projects and programs are funded as a priority over discretionary items.
- Legislative and regulatory requirements for Council services and assets are prioritised over other projects and programs.
- Business improvement initiatives, where approved, inform both operational and capital requirements.
- Existing assets are managed as a priority over providing new, upgraded, or expanded assets.
- Operating funds are allocated to maintain any additional assets that are acquired or gifted to Council.

Figure 9. Overview of funding allocation framework



Asset Expenditure Categories

For the purposes of this Asset Plan, spending on Council's infrastructure is categorised as follows:

Expenditure Groups and Categories

Expenditure Group	Expenditure Category	Description
Non-Discretionary - Recurrent	Operations	Ongoing expenditure that is continuously required to provide a service.
	Maintenance	Ongoing work required to keep an asset performing at the required level of service.
Non-Discretionary - Renewal	Renewal	Returns the service potential or the life of the asset up to that which it had originally.
Discretionary - Growth	Upgrade	Enhancements to an existing asset to provide a higher level of service.
	Expansion	Extends or expands an existing asset at the same standard as is currently enjoyed by residents, to a new group of users.
	New	Creates a new asset that provides a service that does not currently exist.

Classifying expenditure in this way helps Council to plan its budgets and track how it spends its money on assets and services.

Lifecycle Costs

Lifecycle costs are essentially how much money Council will need to spend on an asset over the course of its useful life. This includes costs from the time an asset is acquired or built, while it is in use (e.g., maintenance) to the time it is either replaced or disposed of.

The cost to buy, use, and maintain assets adds up and future costs need to be forecast over the long term so that Council can plan to budget for this expenditure in coming years.

There are a number of ways Council determines when and how much it will need to allocate to fund the lifecycle costs of its assets.

Asset Lifecycle Cost Determination

Non-Discretionary – Recurrent	Recurrent costs (i.e., asset maintenance and operations) are determined according to our levels of service and frequency of Council's various activities (e.g., mowing, street sweeping, crack sealing, road grading, pothole repairs, painting buildings, etc).
Non-Discretionary – Renewal	Renewal costs are determined using Council's analysis tools that predict when an asset needs to be replaced based on its current condition and Council's understanding of how it ages and deteriorates over time.
Discretionary – Growth	The priority and amounts Council needs to allocate to improving its assets are guided by its various strategies, plans, and community expectations. The selection of discretionary projects such as these must pass through Council's investment evaluation processes before they are selected for inclusion on Council's capital works program.

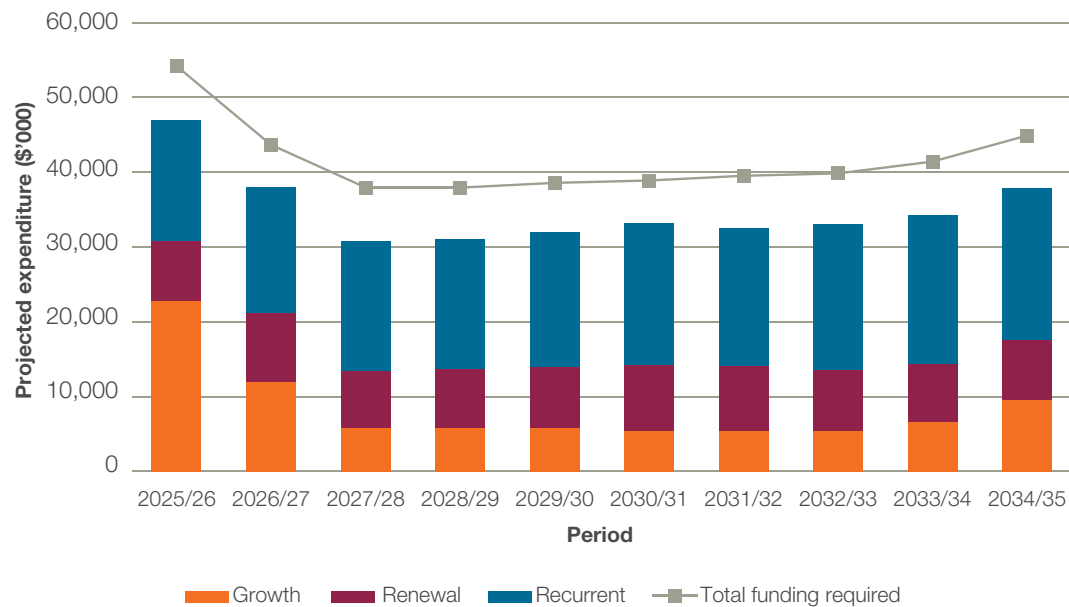
Financial Summary

'Figure 10' on page 41 shows Council's planned expenditure across its infrastructure assets included in this Asset Plan over the next 10-years.

The line in the graph represents the anticipated budget amounts needed to achieve desired levels of service. The bars indicate the funding that is forecast to be available from Council's Financial Plan.

The gap between these informs the discussion on achieving the balance between services, costs, and risk to achieve best value outcomes.

Figure 10. Projected Total Asset Expenditure



This is further summarised in the table below, which shows the total planned expenditure related to renewal, growth, and recurrent activities over the next 10 years for each asset class.

Forecast Expenditure by Asset Class

Asset Class	Recurrent (\$'000)	Renewal (\$'000)	Growth (\$'000)	Total (\$'000)
Transport	44,772	71,058	51,653	167,483
Buildings	46,068	1,952	14,050	62,070
Stormwater and Flood Management	7,804	6,350	-	14,154
Open Space and Recreation	82,545	3,365	18,490	104,400
Total	181,190	82,725	84,193	348,108

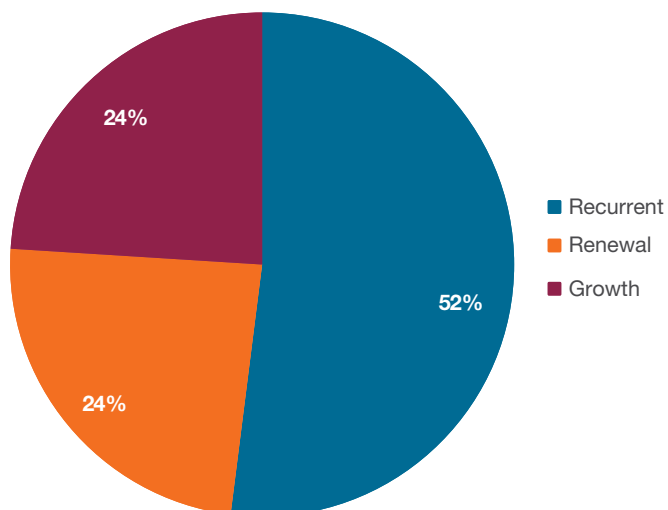
It is important to note that these financial projections do not include monies that also need to be spent on Council's fleet and plant, equipment (e.g., office furniture, computers and other IT hardware, etc), and other minor infrastructure items. Expenditure for these assets is accommodated in Council's Financial Plan and Annual Budget.

Council plans to spend an estimated total of \$348.1 million on its infrastructure assets over the 10 years.

Of this:

- Around **24%** (\$82.7 million) is renewal expenditure for replacement of assets that are reaching the end of their lives.
- Around **24%** (\$84.2 million) relates to expenditure to meet growth or additional future demand.
- Around **52%** (\$181.2 million) relates to caring for our assets through ongoing maintenance and other activities to make sure that they are safe and functional.

Figure 11. Forecast Expenditure Breakdown



What Council spends on its assets represents a significant investment that is made on behalf of the community. It is fundamental in enabling Council to meet ever changing demands and to safeguard future use of its infrastructure.

The outlays made in this Asset Plan have been determined based on the affordability assessments made in Council's Financial Plan.

Council's Asset Plan outlines a fuller picture of the future demand on its assets so that it can make informed decisions around prioritisation of its finite funding resources. Actual funding will be guided by the Financial Plan and determined in Council's Annual Budget.

Projected funding allocations may change depending on shifting priorities, Council's need to react to immediate or emerging issues, or as grant opportunities become available. Council's Asset Plan will therefore be agile and responsive to make sure it is reflective of Council's plans and is closely integrated with the Financial Plan.

Stage 2 of the Macedon Ranges Sports Precinct upgrades and the Macedon Ranges Shared Trail can be seen to cause an outlier in the growth expenditure of the financial projections.

Financial and Performance Indicators

The following performance measures demonstrate Council is investing in its assets in a financially sustainable manner and to ensure that levels of services to the community are maintained. Council will prioritise improving the Asset Sustainability ratio result over the life of the Asset Plan.

Asset Management Financial Performance Indicators

Measure	Definition	Industry Target	Result ¹
Asset Sustainability Ratio²	Measures the extent to which assets are being replaced as they reach the end of their useful life.	90 - 110%	55%
Asset Renewal Funding³	Indicates financial capacity to fund forecast asset renewal demands over the next 10 years.	90 - 110%	55%
Capital Investment⁴	Measures whether assets are being renewed or upgraded at the rate they are wearing out.	> 100%	101%

1 Projected 10-year average

2 Capital renewal expenditure divided by depreciation expense

3 Planned capital renewal expenditure divided by required capital renewal expenditure

4 Asset Renewal and Upgrade Expenditure divided by annual depreciation

Managing the Funding Gap

Based on Council's projections of the future lifecycle costs of its assets over the next 10 years, Council needs to spend a total of \$415.7 million to maintain, renew, and improve its infrastructure assets and buildings.

When compared with how much Council is budgeting to spend in its Financial Plan (\$348.1 million), Council is faced with a total funding gap of \$67.6 million.

This shortfall is largely as a direct result of Council's projected asset renewal gap across of all of its infrastructure assets. Council also acknowledges that it has areas to improve in our long term infrastructure planning and integrating the financial outcomes of this with the Financial Plan.

If Council does not appropriately manage this gap, it could be faced with risks of:

- Continued deterioration of its assets.
- Poor performing assets.
- Asset failure.
- A decline in public confidence and community satisfaction.
- Compromised public safety and associated liability.
- Loss of financial and economic viability.

Council's imperative is to ensure that its assets are safe, fit for purpose and meet the needs of the community.

Council will strive to responsibly fund the renewal of its assets in the future. This is so Council minimises the impact to the community of the costs of unsustainable asset provision by proactively renewing and maintaining its infrastructure.

Council has many options available to manage the asset renewal gap:

- Improving the quality of information – knowing what condition assets are in, how long they last for, and how they are used will give Council greater confidence in its asset renewal projections.
- Clearly defining levels of service in consultation with the community will guide when assets need to be replaced and enable discussion about long term affordability.
- Preparing lifecycle plans for major asset classes to inform costs associated with delivering agreed levels of service.
- Improving efficiency as part of Council's ongoing commitment to continuous innovation. Operational efficiencies with how Council manages its assets, from day to day maintenance, construction, replacement, and longer term planning can reduce the overall costs.
- Continue Council's advocacy efforts to attract support through government grants to increase the available sources of funding and reduce Council's cost burden.
- Maximising utilisation of existing assets through consolidation or adaptive reuse to increase multiuse potential. This could result in the divestment or rationalisation of underutilised assets.
- Forming or strengthening alliances with strategic partners to find opportunities for finding non-asset solutions to the delivery of services. This can reduce direct costs to Council.
- Reviewing the distribution of Council's own available funding so that it prioritises its spending towards the replacement of its assets.

Asset Renewal Gap

In simple terms, this is the difference between the current level of actual expenditure on renewing existing assets and the level of funding necessary to replace our assets when they need to be and into the future.

Monitoring and Review

This Asset Plan will be reviewed following Council elections in accordance with the *Local Government Act 2020*.

Intermediary reviews of the Asset Plan may be undertaken from time to time as improvements are implemented or major financial decisions are made. This is to make sure that it retains consistency with Council's strategic goals and objectives having regard to:

- Available financial resources.
- Long-term capital works programs that are reviewed annually.
- The consideration of any external factors that are likely to influence the Asset Plan.

These assumptions have been derived using the best data and information Council currently has available to it.

Council is committed to managing its assets in accordance with recognised best practice and are continuously working to improve what it knows about its assets and enhance the tools that are used to manage them.

Future versions of this Asset Plan will build on the work that has been done and will reflect Council's improved knowledge base and analysis enabling it to reflect changes in revenue, demands, financial sustainability, and external drivers.

Reporting

Reporting on service levels and other performance measures will be undertaken as part of the Annual Report.

Improving Council's Evidence Base

This Asset Plan is strongly aligned with Council's Financial Plan. Both of these documents incorporate forecasts and predictions of factors that will influence their accuracy, including assumptions about future demand, revenue, and operating environment.



Asset Profiles

The following asset class summaries provide the current state, challenges, choices and projected expenditure requirements for each key asset class over the next 10 years.

These funding requirements have been determined based on what we know about the current performance of our assets and the affordability assessments made in our Financial Plan.

The projections represent the investment that is necessary to renew, improve, and care for Council's infrastructure over the next 10 years.



Open Space and Recreation



Service

- Provision of parks, recreation reserves, and natural bushland to support active and passive recreation activities.
- Provision of streetscapes and street tree amenity.

Service Objective

To enhance the public open spaces so they promote quality of life and contribute to social connectedness.

Current Condition

Figure 12. Current condition of assets



Asset Summary

The replacement value of open space assets is estimated to be approximately \$53.0 million¹. This value does not include trees and landscaping assets.

Sportsgrounds include, ovals, swimming pools, hard-surface playing courts, cricket wickets, skate parks, equestrian arenas etc.

Asset	Quantity	Replacement Cost (\$)
Barbeques	54 no.	683,278
Play equipment	76 sites	5,631,710
Sportsgrounds	168 no.	46,726,152
Total	-	53,041,140

¹ As at 30 June 2024

Key

- Very Good**
Meets existing and future service needs
- Good**
Meets existing service needs
- Fair**
May require minor work to continue to meet existing service needs
- Poor**
May require major work to continue to meet existing service needs
- Very Poor**
Fails to meet existing service needs

Asset Performance Assessment



Current Performance	Fit for the Future?
<ul style="list-style-type: none">• The current open space asset portfolio is performing well, with the majority of assets assessed as being in 'Very Good' to 'Fair' condition. Assets that are in poor condition have been scheduled in Council's 10-Year Capital Works Program to be renewed or replaced at an appropriate time.• Significant investment in park upgrades in key locations has ensured a high level of service, however equity of access to quality facilities may be imbalanced across the shire.• This is reflective of the current asset condition profile and extent of parks and open space provided by Council. This includes playspace and sporting ground upgrades. These assets will require ongoing maintenance and renewal to maintain them to the current level of service.	<ul style="list-style-type: none">• The well supported park, open space, and streetscape upgrade programs and projects are needed to support the increasing demand of the community for passive and active spaces. The assets which result from the projects will require an increase to the large ongoing asset maintenance and renewal program to ensure they are maintained appropriately.• Further redevelopment and enhancement of key parks and reserves may be required to meet community demand and increasing use.

Objectives

- Maintain our built environment, including open space, in a fiscally, environmentally, and socially sustainable way.
- Embed health and wellbeing principles, climate resilience, and equity in access considerations when designing and building open spaces.
- Provide opportunities to experience open space and bushland reserves.
- Improve the accessibility of open space and recreation assets to promote inclusiveness.
- Provide an appropriate range of facilities and participation opportunities.
- Maximise opportunities for shared use of facilities.
- Ensure regular inspection of assets in accordance with any lease or seasonal hire agreement requirements, and program any works arising accordingly.
- Plan towards zero net carbon emissions by 2030.



Methodology

- Council takes a data-driven approach to making decisions on the optimum time to renew and upgrade open space assets.
- Council seeks to establish/support community stewardship through formal agreements – entrusting user groups with management and maintenance responsibilities for recreation and community assets.
- Develop strategic partnerships/relationships with other levels of government to assist with funding of key open space and recreation improvements.
- Play equipment is managed with a risk management and amenity focus, noting that play equipment has stringent controls and standards that must be applied to the purchase, installation, and operation of the equipment. Play equipment is inspected regularly, with higher-use facilities being inspected more frequently.
- Council inspects and maintains playgrounds, sporting ovals, streetscapes, parks and gardens, and mowing of open space areas. A mixture of proactive and reactive methodologies are used.
- Council strives to manage and maintain its open space assets to meet its legislative responsibilities and other standards.

Key Challenges and Choices

Open Space Demand	<ul style="list-style-type: none">• Higher-density living, rural population growth, housing developments in townships and increased use of open space areas will require both additional provision of open space and enhanced functionality of existing open space areas. This may result in the creation of more assets, which will require more asset maintenance and renewal funding to maintain higher level of service areas• Increasing demand and use of natural bushland areas.
Changing Demographics and Use	<ul style="list-style-type: none">• Population increases will increase demand for specific outdoor recreation activities, features and landscape• Demographic and sporting trends may change demand over time requiring the reconfiguration of open space and sporting assets. Traditional recreational opportunities such as football grounds could move towards bike pump tracks, skate parks and exercise stations.
Climate Change and Sustainability	<ul style="list-style-type: none">• Climate change may require assessment of utilising more sustainable sources of energy and water for irrigation of sports fields• Climate change impacts on natural areas such as increased risk of bushfire.

Key Activity Types

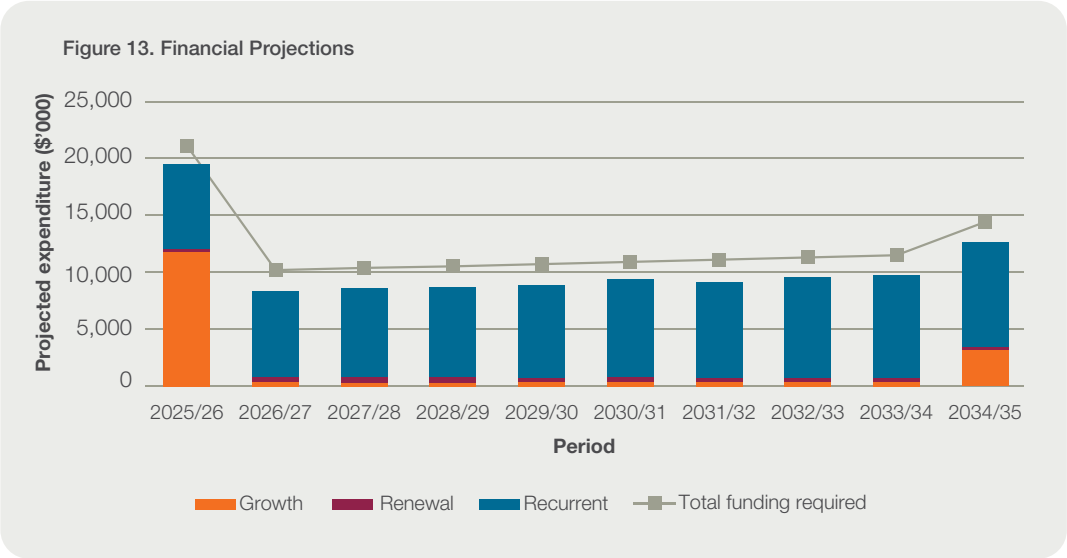


Non-Discretionary – Recurrent (Maintenance and Operations)	<ul style="list-style-type: none">• Hazard/defect inspections• Mowing, vegetation/weed control• Garden bed maintenance• Litter collection and facility cleaning• Graffiti removal.
Non-Discretionary - Renewal	<ul style="list-style-type: none">• Replacement of playground equipment• Replacement of park furniture and high-use surfaces• Rejuvenation or replacement of entire playing courts or sports fields to an equivalent standard.
Discretionary - Growth	<ul style="list-style-type: none">• Playing court extension• Replacement of playground equipment to a higher standard• Development of new park or reserve• Incorporating accessible, sensory, and gender-inclusive design elements (e.g. better sightlines, seating, safe walking paths etc) in existing open space areas.

Financial Projections

The great majority of funding is allocated to non-discretionary recurrent and renewal activities. The large ongoing operations and maintenance budget requires a steady increase to account for new assets and increasing maintenance costs. Projects such as Stage 2 of the Macedon Ranges Sports Precinct upgrades (2025/26), and other ongoing programs including the Parks Infrastructure Renewal Program and Playground Renewal Program, are funded over the 10-year forecast to meet current and future demand for enhanced open space areas across the shire.

Council is faced with a small shortfall in funding for its open space assets. Council will need to review how it allocates its funding between Renewal and Growth so that there is better balance between improving and enhancing public open spaces and being able to replace ageing assets when they need to be.



10-Year Expenditure Plan

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)	2029/30 (\$'000)	2030/31 (\$'000)	2031/32 (\$'000)	2032/33 (\$'000)	2033/34 (\$'000)	2034/35 (\$'000)	10 Year Total
Recurrent	7,368	7,552	7,741	7,934	8,133	8,336	8,545	8,758	8,977	9,202	82,545
Renewal	330	330	330	330	330	330	395	330	330	330	3,365
Growth	11,785	445	445	445	445	445	445	445	445	3,145	18,490
Total	19,483	8,327	8,516	8,709	8,908	9,111	9,385	9,533	9,752	12,677	104,400

Transport



Service

Provision of transport services to the community including vehicular and other active modes.

Service Objective

To provide the community and road users with a safe, functional and fit for purpose road and pathway networks.

Asset Summary

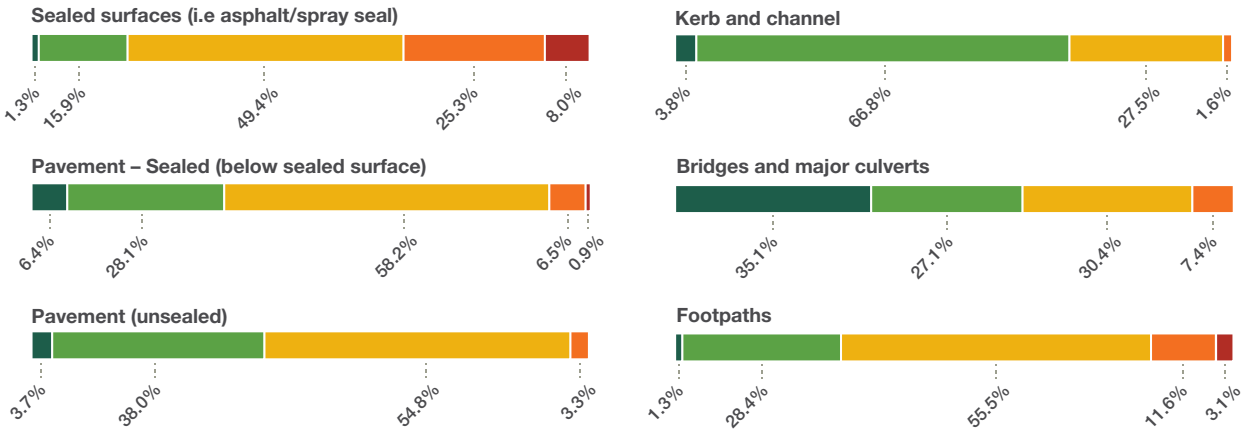
The replacement value of Council's transport assets is estimated to be approximately \$736.4 million¹.

This value does not include land under roads.

Asset	Quantity	Replacement Cost (\$)
Sealed surfaces (i.e asphalt/spray seal)	897.1 km	66,714,585
Pavement – Sealed (below sealed surface)	897.1 km	359,454,475
Pavement - Unsealed	847.3 km	28,072,663
Road formation	12,682,231 sqm	129,343,089
Kerb and channel	364.4 km	41,756,928
Bridges and major culverts	231 no.	59,806,361
Footpaths	260.2 km	51,287,421
Total	-	736,435,522

¹ As at 30 June 2024

Current Condition



Key

	Very Good Meets existing and future service needs		Good Meets existing service needs		Fair May require minor work to continue to meet existing service needs		Poor May require major work to continue to meet existing service needs		Very Poor Fails to meet existing service needs
--	---	--	---	--	--	--	--	--	--

Asset Performance Assessment



Current Performance	Fit for the Future?
<ul style="list-style-type: none">• Most of Council's transport infrastructure, being our local roads, bridges, footpaths, etc. are generally in 'Good' to 'Fair' condition.• Our road network is one of our most valuable assets, not only in terms of its financial value but also its contribution to overall community prosperity.• For that reason, we place a strong emphasis on monitoring the performance of these assets through structured inspection maintenance programs. This is to inform our planning and to make sure that we are investing sufficient funds to maintain current service levels over the long-term.	<ul style="list-style-type: none">• As our region grows in terms of population, tourism, and economic output, so will the demands placed on our local road system.• This growth will ultimately lead to increased traffic, pedestrian and cyclist movements to and through the shire and townships. This will not only impact on the condition of our transport network but may also highlight barriers like freight access or other safety issues.• To make sure that we manage this growth sufficiently we will need to continue our strategic work and implement the findings from the various planning and studies we have done to date. This includes such instruments as the Woodend Integrated Transport Plan, the Mobility and Road Safety Strategy, and our Shire-wide Footpath Plan.• Council also has also placed a strong emphasis on supporting active transport options, such as walking and cycling, to encourage a healthy and sustainable community. We will continue to implement aligned initiatives to achieve these aims.

Objectives

- Improve connectivity and movement, and provide transport choices to the community, including walking trails and bike paths.
- Improve continuous accessible paths of travel to key destinations.
- Improve the environmental sustainability of Council's transport network and the works associated with keeping the network operational.
- Improve the use of computerised works systems to efficiently achieve and demonstrate compliance with Council's Road Management Plan.
- Effectively manage risks associated with the transport network.
- Increase Council's understanding of the utilisation of the transport network through the use of counters.
- Ensure that maintenance budgets are adequately achieving the desired level of service and that assets are remaining in service for the expected amount of time.
- Effectively manage roadside vegetation and weeds.
- Plan towards zero net carbon emissions by 2030.



Methodology

- Council takes a risk-focused management approach to the transport network. Council’s Road Management Plan forms an important component of Council’s risk mitigation strategy.
- Assets are inspected for defects according to the frequency specified in the Road Management Plan and any above intervention level defects are treated within the response times specified in the plan.
- Council has the following recurring capital works programs in relation to roads: Road Rehabilitation Program, Road Improvement and Renewal Program, Road Resealing Program, Unsealed Road Renewal Program, Intersection Upgrade and Renewal Program, Kerb and Channel Renewal Program.
- Council has the following recurring capital works program in relation to bridges: Bridge Renewal Program (Includes footbridge and major culverts).
- Council has the following recurring capital works program in relation to footpaths and cycleways: Footpath Renewal Program, Footpath Construction Program.

Key Challenges and Choices

Population Change	<ul style="list-style-type: none">• Developing areas can introduce additional pathways which may require connection and linkage to the broader pathway network.• Community emphasis on active transport and recreation opportunities increases the need for walking trails and wider footpaths, etc.• Ageing population and associated increase in impaired mobility needs.
Unsealed Roads	<ul style="list-style-type: none">• Council manages an extensive network of unsealed, or gravel, roads. These form vital links between places of residence, agriculture and industry and arterial roads.• The condition of an unsealed road can change frequently due to gravel quality or composition, weather, traffic volumes and driver behaviours. Gravel roads require significant effort, resources, and investment to maintain them to a standard that is safe and meets Council’s service levels.
Financial	<ul style="list-style-type: none">• Sealed roads are a very-high value asset class that pose the greatest threat to Council’s long-term financial sustainability.• The lifecycle costs of the sealed road network must be very closely managed or there is a risk of placing a financial burden on future members of the Macedon Ranges community.

Key Activity Types

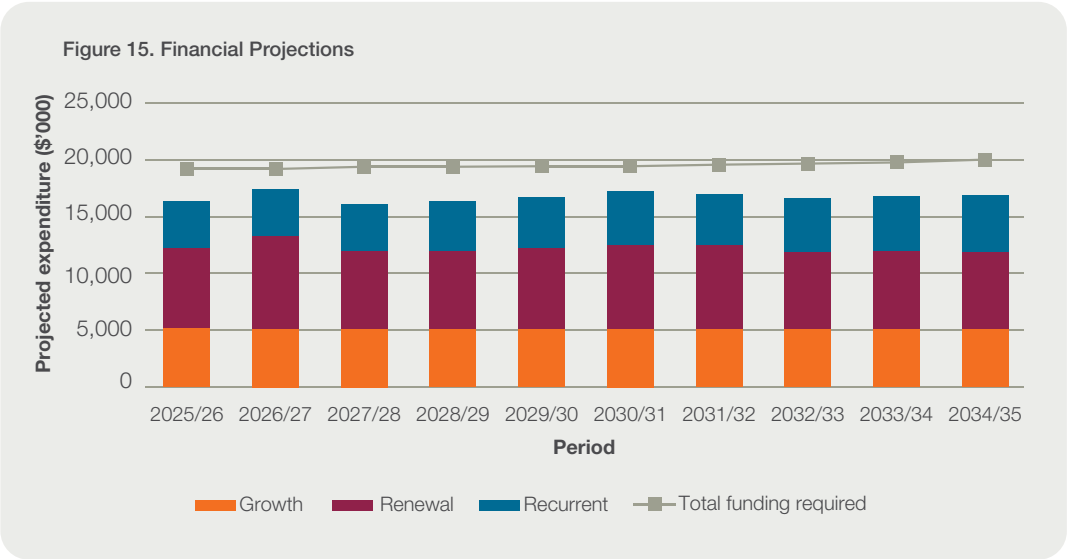


Non-Discretionary – Recurrent (Maintenance and Operations)	<ul style="list-style-type: none">• Maintenance and repairs to roads, bridges, and pathways.• Line marking.• Street sweeping.• Vegetation control.• Inspections of the road infrastructure.
Non-Discretionary – Renewal	<ul style="list-style-type: none">• Resurfacing of existing roads.• Road reconstruction or major patching of road failures.• Replacement of sections of pathways in poor condition.• Replacement of major bridge components.
Discretionary – Growth	<ul style="list-style-type: none">• Road safety improvements• Widening or duplication of existing roads.• Traffic calming treatments.• Extension of the pathway network to address gaps in connectivity.• Strengthening or widening of an existing bridge.

Financial Projections

Our projections indicate that there is an annual average shortfall of \$2.8 million when comparing how much we are forecast to spend as outlined in the Financial Plan and our assessment of renewal demand over the next 10 years.

Our renewal projections are based on what we know now. We are in the process of gathering updated condition information for our extensive road network which will better inform our long-term renewal investment strategy. This will influence future decisions relating to investment in our roads to make sure that we are maintaining them to meet our service levels over the long-term.



10-Year Expenditure Plan

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)	2029/30 (\$'000)	2030/31 (\$'000)	2031/32 (\$'000)	2032/33 (\$'000)	2033/34 (\$'000)	2034/35 (\$'000)	10 Year Total
Recurrent	3,996	4,096	4,199	4,304	4,411	4,635	4,521	4,750	4,869	4,991	44,772
Renewal	6,898	8,101	6,671	6,776	7,127	7,507	7,437	6,847	6,847	6,847	71,058
Growth	5,371	5,271	5,271	5,180	5,196	5,076	5,060	5,076	5,076	5,076	51,653
Total	16,265	17,468	16,141	16,260	16,734	17,218	17,018	16,673	16,792	16,914	167,483

Buildings



Service

Buildings accommodate the various services that Council provides to the community. They support social connectedness, serving as community focal points.

Service Objective

Our buildings and facilities are safe, functional, and fit for purpose. Our buildings are inclusive and accessible to all people.

Asset Summary

The replacement value of Council's buildings is estimated to be approximately \$104.1 million¹. This value does not include trees, and landscaping assets.

Council's portfolio of buildings incorporates minor structures such as shelters, sheds, water tanks, etc. While these are not currently included in the valuation of Council buildings, they are actively managed through Council's operational programs to make sure that they are safe and functional. Council also has committee of management responsibilities for a number of facilities located on Crown Land. These buildings are managed and maintained through Council's annual programs.

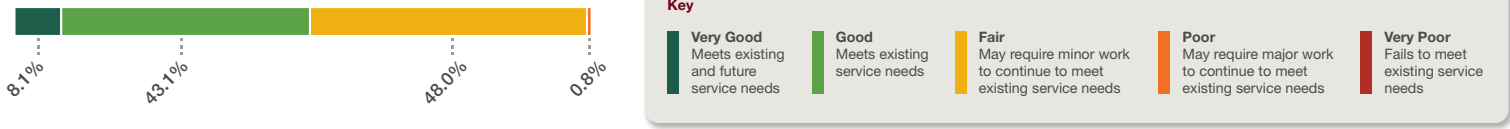
Asset	Quantity	Replacement Cost (\$)
Buildings	308 No.	104,103,000
Total	308 No.	104,103,000

¹ As at 30 June 2024

Current Condition



Figure 16. Current condition of assets



Asset Performance Assessment

Current Performance	Fit for the Future?
<ul style="list-style-type: none">The current portfolio of buildings is generally in good condition.Building maintenance and renewal programs enable Council to renew and replace building elements as they fall due for renewal.A number of Council's buildings will require upgrade or extensions to meet current day standards and requirements such as provision for required spaces for kindergartens and female friendly change rooms and facilities at sporting pavilions, and accessibility improvements.	<ul style="list-style-type: none">Future building provision will need to be aligned with the changing service delivery needs of our community. Buildings will need to be adaptable multi-use spaces that encourage diversity of use. They will also need to remain compliant and safe and be accessible and promote equity by removing barriers where possible.Potential for the divestment of under-performing assets will need to be investigated along with non-asset based service solutions to reduce ongoing costs.We will also continue to improve the performance of our facilities to reduce dependence on fossil-fuel-derived energy and make them more sustainable and resilient to future climate shocks.

**Objectives**

- Ensure buildings are fit for purpose and accessible for the community and users.
- Implement a suite of environmental upgrades to Council buildings to enhance energy efficiency and environmental performance.
- Improve accessibility of Council's buildings and facilities so that they are safe for staff and the community to utilise.
- Strengthen integration/co-location of services, gender-inclusive design, asset sharing to maximise utilisation and benefit.
- Ensure the design, budgeting and delivery of Council building projects incorporates best practice sustainable design principles and resource-efficient features.
- Improve building maintenance, better manage risk, and ensure buildings meet community needs.
- Plan towards zero net carbon emissions by 2030.

Methodology

- Council manages a large number of different public buildings using a variety of strategies.
- The strategy used depends on the building type, criticality, and utilisation. Buildings vary from large, complex sports and aquatic centres used on a daily basis to small community halls that see limited use.
- Council undertakes accessibility audits, community engagement, and portfolio reviews to make sure that buildings and facilities meet community needs.
- Council manages buildings that are owned by Council but also manages buildings on land owned by others, such as Crown Land. Buildings on land not owned by Council are said to be under Council control if the service potential of those buildings is managed by Council. Council also leases buildings to and from third parties which can alter the asset management strategy applied.
- A large number of Council's recreational and community buildings are leased to community and sporting clubs either via long-term leases or seasonal hire agreements. The maintenance and management responsibilities of these buildings are clearly defined by lease / hire agreements with the groups and clubs.
- Council has the following recurring capital works program in relation to buildings: Council Building Renewal, Seniors Housing Units Refurbishment, Minor Building Works, and Energy and Water Efficiency Works.
- Many other capital works projects on building assets are evaluated and performed as standalone projects.

Key Challenges and Choices

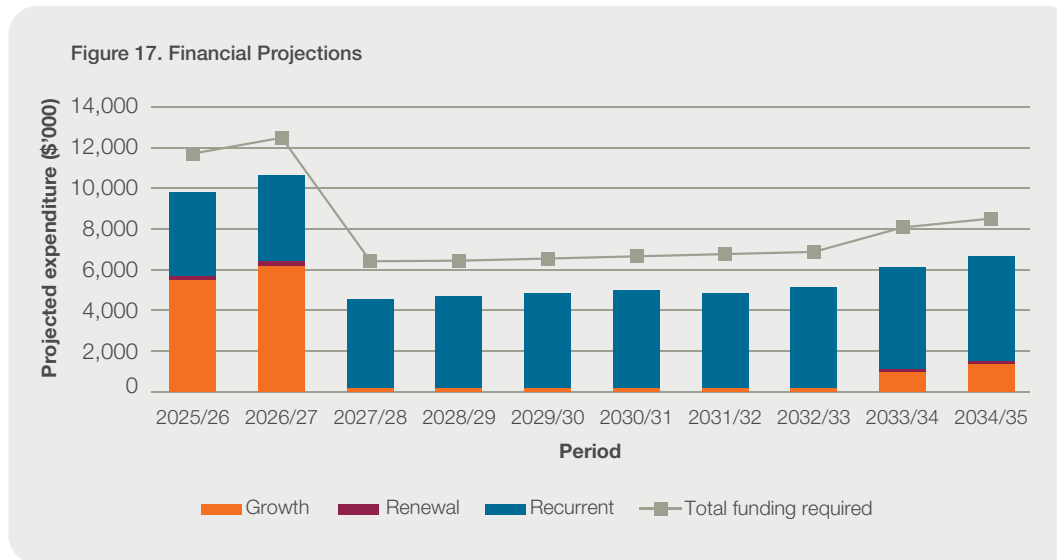
Buildings



Changing Population	<ul style="list-style-type: none"> We will need to provide new buildings and adapt existing facilities towards multi-use spaces and co-located services to respond to and accommodate evolving demands. Effort will be needed to improve access for all genders, abilities and for other under-represented communities. Demand for universally accessible facilities can be expected to increase as the shire's population continues to age.
Environment	<ul style="list-style-type: none"> More frequent and intense weather events will increase the risk of facility damage. Ensuring that Council meets its zero net emissions target as set out in the Counting down to ZERO Plan. We need to demonstrate leadership in environmental sustainability. This includes reducing our dependence on energy derived from fossil fuels and making our facilities more energy-efficient.
Financial	<ul style="list-style-type: none"> Our planning and investment in facilities need to balance priorities across compliance, accessibility, inclusion, sustainability, and functional serviceability. Accommodating costs associated with new buildings within existing budget allocations. Capacity to fund facility improvements from own source revenue is limited. We have a strong reliance on grants to deliver such initiatives.

Key Activity Types

Non-Discretionary – Recurrent (Maintenance and Operations)	<ul style="list-style-type: none"> Minor repairs to building components due to failure, vandalism, etc. Unblocking gutters, floor covering repairs Painting Safety, compliance and condition inspections Heating, cleaning and building pest control
Non-Discretionary – Renewal	<ul style="list-style-type: none"> Major structural repairs such as roof replacement Replacement of fit-out or wall cladding Replacement of sections of pathways in poor condition Replacement of heating and cooling systems
Discretionary – Growth	<ul style="list-style-type: none"> Building upgrades and extensions Addition of building improvements (e.g. PV systems, water harvesting and reuse systems, etc.) Construction of a new building to cater for increased or changing demand such as new sporting facilities



Financial Projections

Our projections indicate that we are faced with an annual average renewal gap of \$1.8 million for buildings over the next 10 years.

Our challenge will be striking a balance between maintaining the condition of our buildings as they age and deteriorate and providing facilities that are accessible, environmentally sustainable, and meet the service needs of our growing and changing community.

10-Year Expenditure Plan

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)	2029/30 (\$'000)	2030/31 (\$'000)	2031/32 (\$'000)	2032/33 (\$'000)	2033/34 (\$'000)	2034/35 (\$'000)	10 Year Total
Recurrent	4,112	4,215	4,320	4,428	4,539	4,769	4,652	4,888	5,010	5,135	46,068
Renewal	202	205	205	205	210	215	215	215	140	140	1,952
Growth	5,500	6,200	-	-	-	-	-	-	1,000	1,350	14,050
Total	9,814	10,620	4,525	4,633	4,749	4,984	4,867	5,103	6,150	6,625	62,070

Stormwater and Flood Management



Service

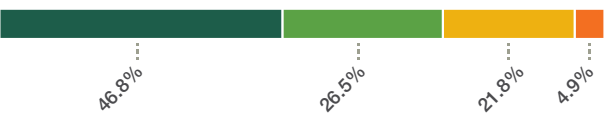
Provision of flood mitigation and drainage to the community including stormwater treatment and pollutant removal from stormwater run-off.

Service Objective

To protect the community from flooding and improve the quality of stormwater runoff discharged to natural watercourses.

Current Condition

Figure 18. Current condition of assets



Key

- Very Good**
Meets existing and future service needs
- Good**
Meets existing service needs
- Fair**
May require minor work to continue to meet existing service needs
- Poor**
May require major work to continue to meet existing service needs
- Very Poor**
Fails to meet existing service needs

Asset Summary

The replacement value of Council's stormwater drainage network is estimated to be approximately \$96.5 million¹.

Drainage basins are designed to temporarily hold storm or floodwaters and release such waters in a controlled manner to attenuate outflows.

Asset	Quantity	Replacement Cost (\$)
Stormwater pipes	316.6 km	66,832,724
Stormwater pits	11,857 no.	24,691,787
Drainage basins	70 no.	4,944,421
Total	-	96,468,932

¹ As at 30 June 2024

Asset Performance Assessment



Current Performance	Fit for the Future?
<ul style="list-style-type: none">• In the absence of having detailed condition information for large portions of the drainage network, we have made some conservative estimates of the condition of our drainage assets based on information we have about their age.• A greater understanding of the current stormwater pipe network condition will be needed in time via a structured stormwater condition assessment program. This will assist to proactively identify which assets require renewal or maintenance.	<ul style="list-style-type: none">• The ability of the stormwater network to withstand climate change impacts is yet to be determined and further condition and performance assessments will need to be undertaken.• Council however invests in small scale stormwater upgrade projects to reduce the number of flood-prone properties via local stormwater system improvements.• Council also manages new subdivisions and other land developments through planning processes that place controls on stormwater management.

Objectives

- Improve the management of water, including flooding risk, water quality of creeks and waterways, and the efficient use of water.
- Ensure regular maintenance activities are undertaken so that the network functions as designed.
- Ensure gaps in the underground drainage network data are investigated so that all drainage assets receive maintenance.
- Increase Council understanding of the most critical open drains.
- Plan towards Council's zero net carbon emissions by 2030.



Methodology

- Council manages open drains, pits, pipes, and basins as part of the drainage network. Pits and pipes enable the capture and flow of stormwater from surfaces to a discharge point into natural creeks and waterways. Basins throughout the network perform flood mitigation and in some instances water treatment functions.
- Stormwater and flood management assets associated with the transport network are inspected and maintained according to the Road Management Plan. All other public realm drainage assets are inspected annually and maintained if found to be defective. The maintenance of all drainage assets traversing private property is performed on a reactive basis.
- Council undertakes street sweeping on a cyclical basis to reduce the amount of debris entering the drainage network from streets and footpaths.
- Council has the following recurring capital works program in relation to Drainage assets: Drainage Works Identified, Drainage Works Unplanned, and Works programs Identified in Flood Studies.

Key Challenges and Choices

Ageing Assets	<ul style="list-style-type: none">• Some older stormwater assets do not meet stormwater run-off capacity levels of service and may require upgrades to improve flood immunity.• The ability to fund timely renewal and upgrade of stormwater assets in poor condition, which consequently increases maintenance costs.
Increased Urbanisation	<ul style="list-style-type: none">• Subdivision growth will lead to more stormwater run-off creating pressure on the existing stormwater network and the need for local stormwater treatment assets.• Further growth and development areas may be conditioned with additional stormwater treatment devices, which will increase ongoing maintenance and renewal costs to maintain these new assets.
Climate Change	<ul style="list-style-type: none">• Projected increase in extreme weather events will leave the Shire more vulnerable to flooding, especially in known hotspot locations.• Having appropriate climate adaptation and emergency response plans becomes ever more important.• Additional emergency management and recovery resources may be needed due to elevated risks of major flooding.



Key Activity Types

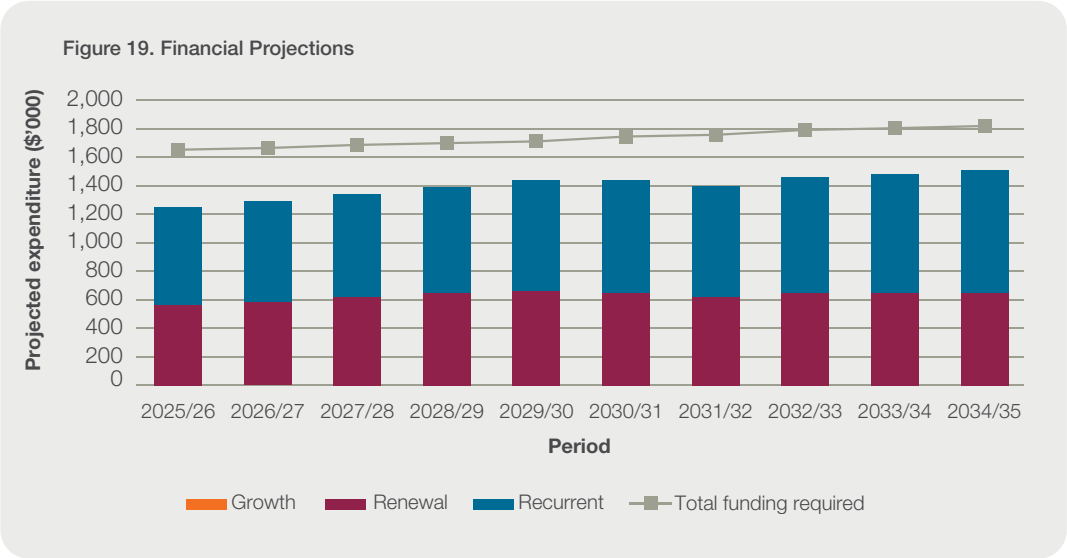
Non-Discretionary – Recurrent (Maintenance and Operations)	<ul style="list-style-type: none">Stormwater pit cleaningStormwater pipe cleansing and removal of debris, sediment, etcRemoval of litter from stormwater pollutant trapsProgrammed inspections
Non-Discretionary – Renewal	<ul style="list-style-type: none">Replacement of pits and pipesRelining of stormwater pipesRenewal of stormwater treatment and harvesting devices
Discretionary – Growth	<ul style="list-style-type: none">Replacement of pipes to a higher hydraulic capacityExtension of the stormwater drainage networkInstallation of stormwater quality improvement devicesStormwater harvesting initiatives

Financial Projections

The great majority of funding is allocated to non-discretionary operations and maintenance and renewal.

We acknowledge that we have more work to do to understand the performance of our drainage network to make sure we are allocating sufficient funds towards the management of these assets.

The financial projections in this Asset Plan will be further refined as our knowledge of the condition and capacity of the drainage system improves. This will help in optimising the replacement and upgrade of parts of the network that are in most need. Improvements to the drainage system will be important in the future as the Shire grows and in response to the impacts of climate change.



10-Year Expenditure Plan

	2025/26 (\$'000)	2026/27 (\$'000)	2027/28 (\$'000)	2028/29 (\$'000)	2029/30 (\$'000)	2030/31 (\$'000)	2031/32 (\$'000)	2032/33 (\$'000)	2033/34 (\$'000)	2034/35 (\$'000)	10 Year Total
Recurrent	697	714	732	750	769	808	788	828	849	870	7,804
Renewal	572	597	623	651	680	651	623	651	651	651	6,350
Growth	-	-	-	-	-	-	-	-	-	-	-
Total	1,269	1,311	1,355	1,401	1,449	1,459	1,411	1,479	1,500	1,521	14,154

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 St, 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

Woodend Operations Centre

81 Old Lancefield Road, Woodend
Hours: Public access by appointment only

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.



Financial Plan

2025-26 to 2034-35

DRAFT FOR
CONSULTATION

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 Maddie Moser. *Artwork used with permission.*



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About this Plan

The Financial Plan 2025-26 to 2034-35 (the Plan) is a ten-year plan that outlines Macedon Ranges Shire Council's funding approach that enables Macedon Ranges Shire Council (Council) to deliver on its strategic goals in a financially sustainable way. It supports long-term planning by ensuring Council can maintain service levels, invest in critical infrastructure, and make informed revenue and asset management decisions.

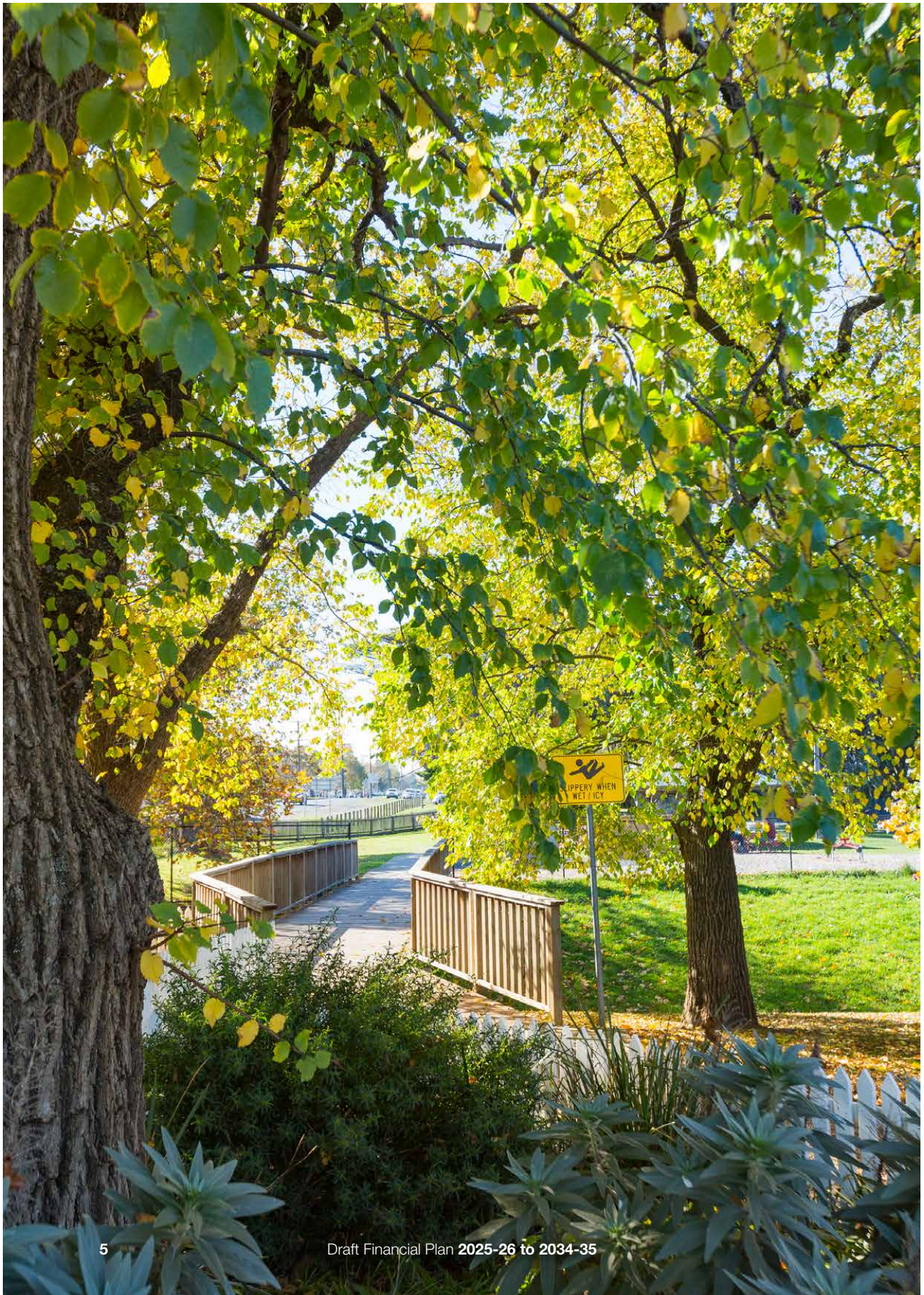
The Plans assumptions have been discussed with Councillors at a workshop in May 2025.

The plan aligns with the aspirations set out in the Community Vision and Council Plan, identifying how these priorities can be achieved within Council's financial capacity. It also ensures compliance with the *Local Government Act 2020*, which requires a 10-year financial plan supported by sound financial principles.

The Plan is reviewed annually to reflect changes in economic conditions, community expectations, and new initiatives. This review process is informed by community engagement, Council input, and oversight from the Audit and Risk Committee.

The first four years of the Plan are based on the 2024-25 Forecast financial position and the 2025-26 proposed budget, while years five to ten provide projections built on current data and assumptions. This planning framework ensures transparency in how Council raises and allocates funds and helps guide future decision-making to meet the evolving needs of the community.

The Victorian Government has announced that the Fire Services Property Levy (FSPL) will be replaced with the new Emergency Services and Volunteers Fund (ESVF) from 1 July 2025. The new levy sees a significant increase in the rates applied to ratable properties. The increase will place a significant extra financial burden on rate payers. The flow on effect for Council may include an increase in financial hardship applications and a rise in outstanding trade and other receivables.



How this Plan was Developed

Legislative Requirements

The *Local Government Act 2020* Section 91 requires Council to develop, adopt and keep in force a Financial Plan in accordance with its deliberative engagement practices with an outlook of at least 10 years to show how the viability and financial sustainability of Council will be achieved and maintained, and to define the broad fiscal boundaries for the Council Plan within the Integrated Strategic Planning and Reporting Framework and other strategic plans of Council.

Integrated Strategic Planning Framework

The Integrated Strategic Planning Framework provides guidance to Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Budget) and then holding itself accountable (Annual Report).

'Figure 1' on page 7 provides an overview of the core legislated elements of an Integrated Strategic Planning and Reporting Framework.

Source: Department of Jobs, Precincts and Regions
MPHWP – Municipal Public Health and Wellbeing Plan
MSS – Municipal Strategic Statement LGPRF – Local Government Performance Reporting Framework

Figure 1. Integrated Strategic Planning Framework

Integrated Strategic Planning Framework



Long-Term Strategic Plans (10+ Years)

The Integrated Strategic Planning Framework contains three longer term plans, these include:

Council Plan (Shaping the Ranges)	Financial Plan	Asset Plan
Clearly expresses our vision, mission, and objectives, encouraging long-term decision-making in the best interest of the community. Sets out the roadmap for future actions, enabling us to respond proactively to new challenges and opportunities, ultimately contributing to the overall wellbeing and development of the Macedon Ranges community.	Outlines Council's long-term allocation of financial resources. Ensures Council delivers on its strategic goals in a financially sustainable way.	Outlines Council's long-term approach to our capital assets. Sets out how Council will acquire, build, look after, and use assets over the next 10 years and beyond.

Strategic Planning Principles

The Plan provides a 10 year financially sustainable projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Plan is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting.
- Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- Council's Community Vision is for a regional community protecting the environment, supporting local businesses and caring for our people.
- The Financial Plan Statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan, and Financial Risks are outlined below.
- The Financial Plan provides for the strategic planning principles of progress monitoring and reviews to identify and adapt to changing circumstances.

Financial Management Principles

All Victorian Councils are currently subject to a State Government rate capping regime, which limits their ability to generate revenue from rates. Concurrently, Councils face rising cost pressures and ongoing cost shifts from other government levels, a trend expected to persist.

The Macedon Ranges is experiencing significant growth, particularly in the southern areas of the Shire, which, while generating additional rates and developer contributions, also presents challenges related to increased service demands and the maintenance and renewal of infrastructure assets, such as roads and community facilities. The Plan addresses these growth-related needs.

Its primary aim is to ensure that the Council can maintain and expand service levels sustainably and allocate sufficient funding for the new, renewal, expansion, and upgrade of infrastructure. The Plan establishes a sound financial framework that integrates various financial strategies to achieve planned outcomes, aligning with the *Local Government Act 2020* to ensure long-term financial sustainability.

Key financial management principles outlined in the Financial Plan include:

- Management of revenue, expenses, assets, liabilities, investments, and transactions according to the Council's financial policies and strategic plans.
- Addressing financial risks related to the Council's viability and managing current and future liabilities, including loans that comply with the Borrowing Policy.
- Providing financial stability and predictability for the community through well-designed financial policies and strategic plans.
- Maintaining transparent accounts and records that clarify the Council's financial operations and position.
- Planning for population growth and household increases, along with the accompanying challenges of service provision expansion.



Asset Plan **Integration**

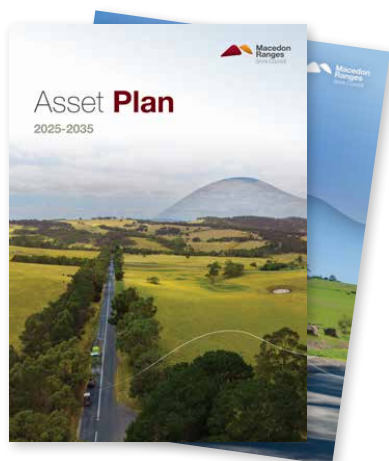
The integration of the Asset Plan is a fundamental aspect of the Council's strategic financial planning, aimed at ensuring future funding aligns with service delivery and effective asset management. Accompanying the Asset Plan is the annual Asset Status Report, which offers insights into the current value and condition of assets. This report is part of a broader set of asset management documents, including the Asset Management Policy, Strategy, and Plans, which assess the Council's ability to renew assets promptly.

The Asset Management Plans provide detailed management strategies for various asset classes—such as Roads, Drainage, Buildings, and Open Space—while forecasting future funding needs for maintenance, upgrades, or new assets. There are plans to update the Asset Management Strategy and Plans to current standards.

The Asset Plan outlines operational and strategic practices that enable the Council to manage assets sustainably throughout their life cycle. It serves as a foundation for understanding the risks involved in asset management for community benefit. Additionally, the Asset Plan informs the 10-year Financial Plan by detailing the capital renewal, backlog, and maintenance funding required for each asset category, considering asset condition and risk assessments.

The renewal and upgrade amounts included in the Asset Plan are higher than those included in this Plan. This is due to the Asset Plan including maintenance costs in the renewal and upgrade calculations.

Overall, the Asset Plan quantifies the asset portfolio and its financial implications, striving to align projected investment needs with available budgets.





Engagement Principles

We engaged with the community through targeted and general methods. Targeted engagement focused on specific groups or issues to gather detailed insights, while general engagement reached out to the broader community to gather feedback on the existing Plan through platforms like Council's Have Your Say online engagement platform.

Deliberative engagement was also conducted with a Community Assembly, consisting of members independently selected to reflect our diverse population. The assembly tested ideas and helped shape the Financial Plan through in-depth conversations and deliberations, at several independently facilitated in-person sessions.

While many of the assumptions in the Plan reflect the continuation of current services, and the maintenance and renewal of Council's existing assets (that is, business as usual), there are key decisions that Council makes each year regarding new services and assets to meet the changing needs of the community that will be shaped by these engagement activities.

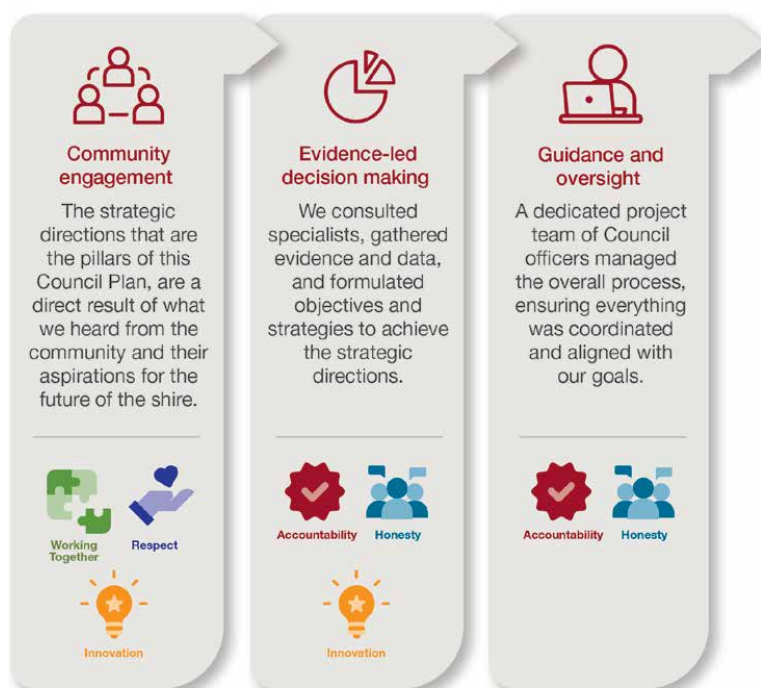
The Community Assembly focused on testing the principles and decision-making factors to help to provide Council advice and direction on the most important considerations when making decisions regarding how to best allocate resources to achieve the Community's aspirations.

Using the community engagement results, we consulted specialists and technical experts to deepen our understanding of the opportunities and limitations that Council face in trying to achieve these goals.

A draft plan was then developed, taking into consideration the engagement findings. The draft Plan was published online for community feedback following the July Council meeting.

Community submissions were then considered and where appropriate incorporated into the plan which was adopted at the September Council Meeting.

Figure 2. Community engagement process for the Plan



Service Performance Principles

The Council is committed to delivering services that are aligned with community needs while ensuring value for money for its residents. This approach is guided by a set of service performance principles designed to enhance efficiency and effectiveness in service delivery. The service performance principles are listed below:

- Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- Services are accessible to the relevant users within the community.
- Council delivers quality services seeking to provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate Council's performance regarding the delivery of services. Details can be viewed by the public here: knowyourcouncil.vic.gov.au

Council has initiated a service review program to develop a performance monitoring framework, designed to enhance and continuously improve its service delivery standards.



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Draft Financial Plan 2025-26 to 2034-35

Financial Plan

Context and Challenges

Overview

Our shire covers an area of about 1,750 square kilometres and is situated in central Victoria, just under an hour's drive from Melbourne, comprising of a mix of urban and rural areas where our 56,000-or-so residents reside.

The Macedon Ranges is part of the broader Daylesford and Macedon Ranges tourism region, and we are known for our outdoor attractions and natural beauty such as Hanging Rock and Mount Macedon, as well as the unique rural character of our heritage villages and local artisan culture.

Future Growth

Our shire has experienced significant growth over the past decade, particularly in and around Gisborne. This growth is expected to continue, with our shire projected to be home to 75,303 people by 2046, a growth of 34%.

The Statement of Planning Policy and other strategic documents have guided and managed this growth over the past 10 years, directing development to six townships within our shire: Gisborne, Kyneton, Romsey, Riddells Creek, Woodend, and Lancefield. The recently released Plan for Victoria identifies a housing target of 13,200 new dwellings in our shire by 2051. Our shire has a shortage of diverse and affordable housing, with most dwellings being larger in size, resulting in higher housing prices.

Economy

The local economy shows a strong employment base, with an employment rate of 63.3% among residents, including 12.5% for those needing assistance. However, 5.4% of young people aged 15 - 25 are not

engaged in work or study, indicating a need for targeted support. Volunteering remains strong, with 19.2% of residents aged 15 and over contributing their time. The top five employment sectors are Education & Training, Retail, Construction, Accommodation & Food, and Residential Care & Social Assistance, with Construction and Residential Care & Social Assistance expected to experience the highest growth. Notably, Construction, Electricity, and Sports sectors show significant flow-on benefits to the local supply chain, further underpinning the region's economic resilience.

Environment and Climate Risk

In 2021, Council joined over 30 councils in Victoria and almost 100 councils across Australia in passing a motion at our Council meeting on 24 March 2021 to declare a climate emergency. This declaration recognises the urgent need to address the causes and impacts of climate change across all aspects of our operations, and in our work with community.

Assets

Provision of infrastructure will remain a delicate balance for Council to consider existing levels of service, increasing community expectations and available resources. Negotiating the current levels of asset-related services identified in the organisation's Asset Management Plans and the required funding to maintain these services in future years will continue to be a challenge. This will require better use of current assets – including community buildings, pools and shared spaces – rather than new assets.

Council tests its assumptions and funding strategies related to maintaining existing service levels through asset modelling. This allows the organisation to understand the implications of expenditure profiles on the serviceability of its existing asset base and deliverability of related services. As part of this Plan, from 2026/2035 allocations for renewal and upgrade projects have been prioritised. As the Council's asset modelling improves, in future iterations of the Plan it is intended that growth factors will be applied to reflect expected asset base growth.

Council will work collaboratively across all business units for a framework and set of criteria to assess whether there are some assets in the community that are no longer required and could be deemed as surplus to requirements. This may result in some assets being considered for sale or usage in line with other adopted strategies. Any consideration of disposing of assets will be matched with a level of community engagement and information.

Another measure of this trend is seen through the VAGO Capital Replacement and Renewal Gap ratios, the Plan address this over the life of the plan by matching annual renewal funding investment to annual depreciation recognition.

Grants and Partnerships

Council has identified several major priority projects to be undertaken alongside numerous initiatives from various strategies and master plans. However, these projects are not currently incorporated into this plan. Council's financial position allows for the advancement of a new works program, provided there is support from State or Federal funding, new loan borrowings, and existing cash reserves. At this time, the total cost to implement all projects outlined in the Council's master plans and strategies are not fully costed.

In recent years, several major projects such as Macedon Regional Sports Precinct Stages 1 and 2 and the Woodend to Riddells Creek

shared trail have been committed to, resulting in substantial expenditure. These projects have been funded with a combination of Council raising rates, drawing down new borrowings to fund a contribution as well as significant State and/or Federal Government funding. With the introduction of the rate cap, Council can no longer raise rates beyond this level for a specific project or initiative without first applying to exceed the rate cap. Future investment decisions in major projects will require the consideration of several factors, including re-prioritisation of expenditure commitments.

Council will investigate ways that it can continue to equitably manage an increasingly competitive funding environment for community facilities.

Cost Shifting

Local Government provides a service to the community on behalf of the State and Commonwealth Government. Over time the funds received by local governments have not increased in line with real cost increases. Examples of services that are subject to cost shifting include maternal and child health, school crossing supervisors and library services. In the Financial Plan, government grants and statutory fees are forecast to increase in line population growth and the funding shortfall for providing these services has been absorbed by Council's own source revenue and savings in expenditure through efficiency gains.

Since the introduction of rate capping in 2015, it is vital that councils have robust service planning and review processes to ensure the services they provide are both cost effective and meeting community needs.

In developing the Financial Plan, Council must consider the context and external/internal environment in which it operates. This informs the 10-year financial projections and assumptions.

Financial Risk Management

Council uses the VAGO sustainability ratios to assess risk whilst also utilising its own Risk Management framework to document strategic and operational risks. Through the assessment of the internal and external environment that impacts Council, Financial Sustainability has been assessed as a strategic risk. There are a number in controls in place to manage this risk. Without these controls and regular assessment, this risk could limit Council's ability to operate for the community.

Below is a summary of causes and controls around Council's financial sustainability strategic risk.

Strategic Risk: of Council being unable to provide agreed or legislated services to the community.

Risk causes

- Increasing costs of materials, supplies and utilities
- Cost shifting by federal and state government
- Sustainability costs making service provision uneconomical
- Reduction in grant and government funding allocations
- Inability to borrow funds for significant projects (poor credit rating/constraints on borrowing)
- Revenue constraints including rate capping
- Ability to obtain best-value procurement contracts
- Lack of alternative revenue streams to rates
- Insurance premiums increasing
- CPI and cost of living increases

Controls in place

- 10 year financial plan and 4-year Revenue & Rating Plan which focuses on maintaining good working capital; appropriate reserves and surplus positions
- Procurement and delegation framework
- Strong policy framework, Asset capitalisation, borrowing and finance reserves
- Monthly, quarterly and annual financial reporting
- Advocacy and long-term relationships across government and region
- Service review program
- Strong focus on Asset Management and funding of renewals
- Finance systems; qualified staff across the organisation
- Relevant training and inductions for staff and Councillors.



Financial Sustainability Indicators

The table below provides the Council's financial sustainability indicators over the next 10 years based on the modelled financials:

Table 1. Financial Sustainability Indicators

Indicator	30 June 2025	30 June 2026	30 June 2027	30 June 2028	30 June 2029	30 June 2030	30 June 2031	30 June 2032	30 June 2033	30 June 2034	30 June 2035
Liquidity Current assets / Current Liabilities	1.530%	1.610%	1.650%	1.620%	1.59%	1.56%	1.55%	160%	167%	186%	201%
Indebtedness Non-Current Liabilities / Own Source Revenue	24%	23%	20%	16%	13%	11%	8%	5%	4%	3%	3%
Asset Renewal and Upgrade Asset Renewal and Upgrade / Depreciation	130%	93%	104%	103%	100%	105%	1.09%	1.00%	1.07%	1.02%	1.04%
Adjusted Underlying Result Adjusted Underlying Surplus / (Deficit)	1.70%	1.20%	3.90%	2.10%	1.50%	0.10%	0.60%	1.00%	1.20%	1.80%	2.10%
Obligations Borrowings / Rates Revenue	29.17%	24.48%	21.83%	18.50%	15.24%	12.04%	8.91%	5.84%	2.82%	1.11%	0.38%
Obligations (Repayments) Borrowings / Rates Revenue	3.42%	7.51%	3.95%	3.59%	3.47%	3.36%	3.25%	3.15%	3.05%	1.70%	0.74%
Rates Concentration Rates / Total Adjusted Revenue	71.32%	74.81%	74.95%	75.09%	75.23%	75.36%	75.48%	75.60%	75.72%	75.84%	75.95%
Unrestricted Cash Unrestricted Cash / Current Liabilities	24.00%	25.40%	25.90%	19.30%	11.40%	2.20%	-2.50%	-1.50%	-4.10%	5.40%	14.24%

The following comments and policy statements support these ratios:

Working capital: Council will ensure sufficient working capital is maintained to meet its obligations as they fall due. Council is forecasting that it will have cash or short-term assets available to convert to cash to meet liabilities. Low risk when assessed using VAGO ratios.

Unrestricted cash: Council will maintain a sufficient level of unrestricted cash to support operations. Low risk when assessed using VAGO ratios.

Indebtedness: Council will apply loan funding to new capital for specific projects after consideration of intergenerational equity and will maintain total borrowings which are affordable when compared to the income and the growth of the municipality. Council continues to plan to utilise debt to fund new capital expenditure. Borrowings are forecast to slowly decrease over time, noting no new loans are included in the modelled financials. Low risk when assessed using VAGO ratios.

Asset renewal and upgrade: Council seeks to allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life. This ratio indicates that Council will remain in the low-risk category. It is acknowledged that there are issues with this measure – and more details will be contained within the Asset Plan for Council, due in 2025. This is a Low risk when assessed using VAGO ratios.

Adjusted underlying result: Council seeks to move the adjusted underlying result towards the low-risk measure. Currently this result is rated as a medium risk when assessed using VAGO ratios. This is primarily because depreciation charges on Council assets are high, and by definition underlying surplus removes other (non-ongoing) government funding – on which the Council will continue to be dependent. The modelled financials build in a gradual improvement in the underlying result over the 10 years.

Rates concentration: Rates compared to adjusted underlying revenue remains steady over time. Low risk per VAGO ratios.

Key Financial **Assumptions**

Council's Plan incorporates various assumptions:

- Cost increases in relation to inputs, and price increases relating to outputs (refer to 'Table 2' on page 23)
- CPI per Australian Bureau of Statistics - Victorian economic forecasts
- Rates income continues to be capped in accordance with the Victorian State Government Fair Go Rates system
- Continued increase in rateable properties (in line with historical growth)
- Future loan borrowings for 2025/26 are based on those recommended to Council as part of the adoption of the 2025/26 Budget. The Financial model does not have any future borrowings included in the Plan, future borrowings will be considered by Council for approval as part of the adoption of each year's Budget when larger priority projects are to be included in the Budget.
- Operational services in the model have been forecast to continue at similar levels of service – noting the pressures described elsewhere in this document
- Employee costs are determined by Council's Enterprise Agreement and have been modelled in line with CPI through the life of the plan.



A summary of assumptions is provided in the following table:

Table 2. Movement (%)

Escalation Factors	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
CPI	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rates Revenue	1.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Rate Growth	2.50%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Waste Charges	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Statutory Fees and Fines	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User Fees	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Capital	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Contributions - Monetary	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Costs	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and services	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other expenses	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Contributions non-monetary are projected at \$6 million from 2025/26 onwards. This amount is the average of the previous year's non-monetary contributions received.

Council has obligations under the defined benefits superannuation scheme that may result in the need to make additional contributions to the scheme.

Currently Council does not have any outstanding or forecasts any legal proceedings that will significantly impact operations.

Council has modelled services at relatively similar levels but also seeks to review these periodically to ensure they are equitable and provide value. The 10-year plan has materials and services expenses increasing annually (with CPI) to support this objective.

The financial model also includes a forecasted increase in trade receivable balances. This anticipated rise is due to uncertainty surrounding residents' capacity to pay the recently revised Fire Services Property Levy, now known as the Emergency Services and Volunteer Fund. Given the significant increase in the levy, Council expects a higher level of outstanding balances as at 30 June.

Capital expenditure assumptions:

The following assumptions contain significant capital expenditures with a high likelihood of implementation which have been included within the current model. There are many capital projects which will be part of an annual competitive bidding process. This Plan models available capacity for capital expenditure, rather than identifying specific projects.



Table 3. Capital Expenditure Assumptions (\$'000)

Capital Works Category	30 June 2025	30 June 2026	30 June 2027	30 June 2028	30 June 2029	30 June 2030	30 June 2031	30 June 2032	30 June 2033	30 June 2034	30 June 2035
Renewal Investment	22,191	13,444	18,343	18,979	18,540	16,815	21,498	15,079	21,303	21,923	22,742
Upgrade Investment	1,017	3,580	920	500	1,055	4,147	649	5,658	1,182	-	-
New Investment	2,908	11,460	2,500	300	300	500	500	500	500	500	500
Total Capital Works	26,116	28,484	21,763	19,779	19,895	21,462	22,647	21,237	22,984	22,423	23,242

Throughout the duration of the Plan, Council has designated \$206.357 million for the renewal and upgrading of its asset network. The "New Investment" category includes funding for projects approved in the current 2024/25 budget. In 2024/25 - 2026/27 financial years, the new investment focuses on the delivery of the Macedon Ranges Regional Sports Precinct – Stage 2, as well as the completion of the Woodend to Riddells Creek Shared Trail project.

In subsequent years, the new investment will also support the implementation of a Shire-wide footpath program, with allocations for new footpath installations exceeding \$4 million.

Each year, the renewal and upgrade allocation match or exceeds the annual depreciation charge reflected in the financial model, demonstrating that the Council is renewing its assets at a rate of 100% of annual consumption.

There are several projects that are at various pre-construction stages that will require a level of Council funding and funding from other sources.

Assessment of the Council's projected financial position

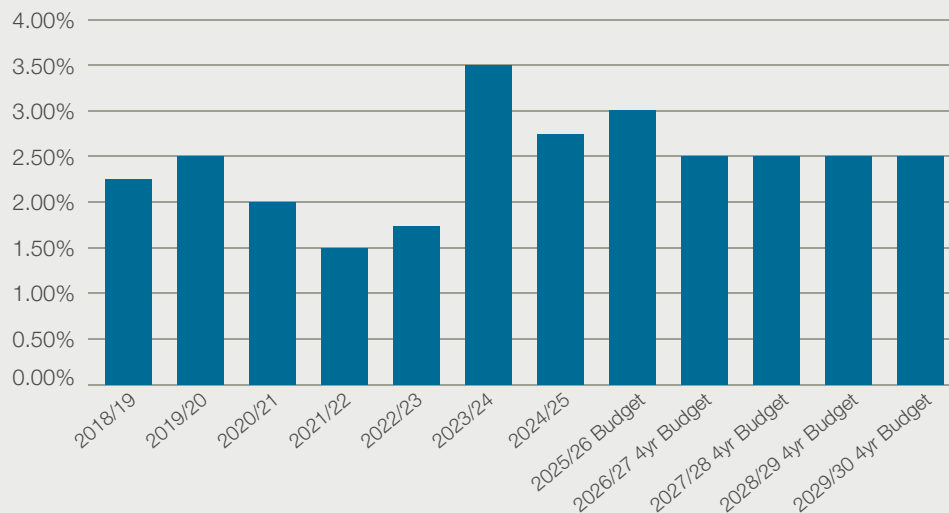
The following graphs illustrate the forecast financial position of Council within the Financial Plan model. Revenues over the period are forecast to increase from \$124 million to \$146 million, with 59% of this revenue being raised from rates each year. The Revenue & Rating Plan adopted by Council in June 2025 has more details on the approach Council takes with regards to rates revenue and pricing.

Rates – Historical and Projected Annual Increases

This graph below shows the historical annual rate increase that Council applied as part of the annual budgeting process. For 2025/26 Council has a 3.0 per cent rate increase in line with the cap set by the State Government under the Fair Go Rates System.

Prior year increases are also in line with the maximum annual increased with the Fair Go Rates System. Future year increases are in line with CPI forecasts.

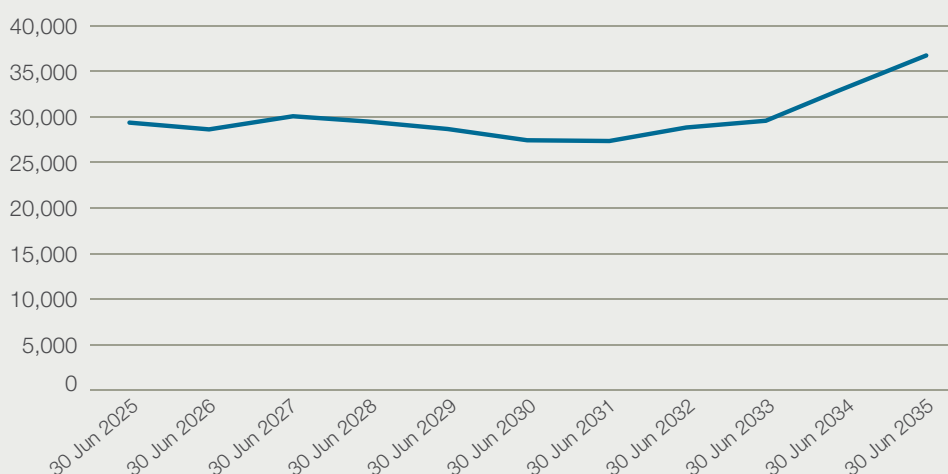
Figure 3. Annual Rate Increase MRSC



Cash Balances

Council's cash holdings are projected to remain relevant stable over the next seven years. This would indicate that cash surpluses generated from operations is able to maintain the renewal commitments of Council's asset network. Cash balances are forecast to increase over the final three years of the Plan. Increasing cash balances will ensure cash is available to contribute any future new capital works projects. The current model takes a conservative approach to future debt drawdowns, noting post 2026/27 there are no new debt drawdowns in the financial model. Council aims to manage and control expenditure in line with CPI.

Figure 4. Cash and Cash Equivalents Balance



Borrowings

During 2025/26 Council retires a loan that was drawn down as an interest only loan. The \$2,400,000 loan was part of the wider borrowing opportunity provided to the Local Government sector known as the Local Government Funding Vehicle.

The remaining modelled loans are attributable to several capital works projects that are currently being delivered and will be finalised by the 2026/27 financial year. The projects have been budgeted as multiyear projects for delivery purposes.

Council's borrowing balance at 30 June 2035 is \$341,000. With no new loans included in the modelled financials, these low levels provide Council the opportunity to draw down new loans should they be required to deliver Council's capital works program. These low levels of borrowings ensure Council remains within the low risk for liquidity in the VAGO sustainability indicators.

Figure 5. Interest Bearing Liabilities Balance

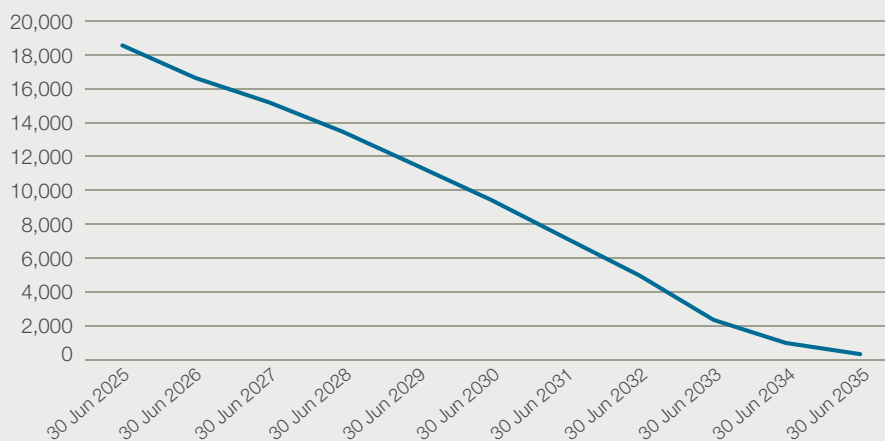


Table 4. Summary of Council's borrowing and annual movement (\$'000)

	30 Jun 2025	30 Jun 2026	30 Jun 2027	30 Jun 2028	30 Jun 2029	30 Jun 2030	30 Jun 2031	30 Jun 2032	30 Jun 2033	30 Jun 2034	30 Jun 2035
Opening Balance	17,417	18,560	16,436	15,156	13,277	11,304	9,233	7,059	4,776	2,379	972
New Borrowings	2,500	2,050	700	-	-	-	-	-	-	-	-
Loan Repayments	(1,357)	(4,174)	(1,980)	(1,879)	(1,973)	(2,071)	(2,174)	(2,283)	(2,397)	(1,407)	(631)
Interest Repayments	(821)	(870)	(760)	(698)	(604)	(506)	(403)	(294)	(180)	(75)	(33)
Closing Balance	18,560	16,436	15,156	13,277	11,304	9,233	7,059	4,776	2,379	972	341

Financial Policy Statements

The following policy statements and associated measures demonstrate Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

The policy statements and measures below have been taken from the sector model that was provided by Local Government Victoria. The achievement of these targets will ensure Council remains at low risk for each of the measures, which ultimately enables Council to be financially sustainable for the period of this plan.

Table 5. Policy statements, measures and targets

Policy statement	Measure	Target
Consistent underlying surplus results	Adjusted underlying result	0–5%
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due	Current assets/current liabilities	>100%
Allocate adequate funds towards renewal capital to replace assets and infrastructure as they reach the end of their service life	Asset renewal and upgrade expenses/depreciation	>100%
Council applies loan funding to new capital, and maintains total borrowings in line with rate income and growth of the shire	Total borrowings/rate revenue	<40%
Council maintains unrestricted cash to ensure ongoing liquidity, as well as to address unforeseen cash imposts if required	Unrestricted cash/current liabilities	>20%
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital	Capital outlays as a percentage of own source revenue	>30%

How we will report the Plan

Once the annual budget is adopted, progress on its implementation will be reported throughout the year to ensure that the funded actions of the Council Plan are being executed in alignment with the Plan.

Council will provide updates through the Report of Operations, which is presented to Councillors for adoption each quarter and subsequently published on Council's website. This report will cover:

- Progress on actuals versus budget in relation to operations
- Advancements in the delivery of Council's Capital Works program
- Investment balances
- Reserve balances



Appendix A:

Financial Plan Statements

The following pages contain Financial Plan Statements for the 10 years from 2025/26 to 2034/35, including the:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Work

Table 6. Budgeted Comprehensive Income Statement

Macedon Ranges Shire Council											
Budgeted Comprehensive Income Statement											
For the ten years ending 30 June 2035											
	Forecast	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	64,347	67,737	70,033	72,390	74,809	77,291	79,839	82,453	85,136	87,888	90,713
Statutory fees and fines	3,489	3,617	3,707	3,800	3,895	3,992	4,092	4,195	4,299	4,407	4,517
User fees	8,640	9,464	9,731	9,975	10,224	10,480	10,742	11,010	11,285	11,568	11,857
Grants - Operating	21,291	19,162	19,641	20,132	20,635	21,151	21,680	22,222	22,778	23,347	23,931
Grants - Capital	20,217	13,225	6,438	3,000	3,000	2,875	3,908	3,160	3,375	3,800	2,500
Contributions - monetary	3,581	1,751	1,795	1,840	1,886	1,933	1,981	2,031	2,081	2,133	2,187
Contributions - non-monetary	6,611	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	300	300	300	300	300	300	300	300	300	300
Share of net profits/(losses) of associates and joint ventures	30	30	30	30	30	30	30	30	30	30	30
Other income	4,571	3,200	3,280	3,362	3,446	3,532	3,621	3,711	3,804	3,899	3,996
Total Income	132,777	124,516	120,956	120,829	124,225	127,585	132,192	135,111	139,089	143,372	146,031
Expenses											
Employee costs	(46,483)	(48,785)	(50,452)	(52,584)	(54,780)	(56,423)	(58,116)	(59,859)	(61,655)	(63,505)	(65,410)
Materials and services	(36,702)	(34,114)	(34,967)	(35,841)	(36,737)	(37,655)	(38,597)	(39,562)	(40,551)	(41,565)	(42,604)
Depreciation	(17,887)	(18,393)	(18,500)	(19,000)	(19,500)	(19,890)	(20,288)	(20,694)	(21,107)	(21,530)	(21,960)
Amortisation - intangible assets	(163)	(90)	-	-	-	-	-	-	-	-	-
Amortisation - right of use assets	(450)	(415)	(415)	(403)	(323)	-	-	-	-	-	-
Bad and doubtful debts	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)
Borrowing costs	(821)	(870)	(760)	(698)	(604)	(506)	(403)	(294)	(180)	(75)	(33)
Finance Costs - leases	(74)	(58)	(42)	(25)	(7)	-	-	-	-	-	-
Other expenses	(3,403)	(3,573)	(3,880)	(3,870)	(4,463)	(4,094)	(4,187)	(4,281)	(4,679)	(4,478)	(4,580)
Total Expenses	(105,992)	(106,307)	(109,025)	(112,431)	(116,423)	(118,578)	(121,599)	(124,699)	(128,181)	(131,161)	(134,596)
Surplus/(deficit) for the year	26,785	18,209	11,931	8,398	7,802	9,007	10,593	10,412	10,908	12,212	11,435
Other comprehensive income											
Net asset revaluation increment /(decrement)	5,923	6,927	2,141	1,856	22,893	-	20,395	-	-	-	-
Total comprehensive result	32,708	25,136	14,072	10,254	30,695	9,007	30,988	10,412	10,908	12,212	11,435

Table 7. Budgeted Balance Sheet

Macedon Ranges Shire Council											
Budgeted Balance Sheet											
For the ten years ending 30 June 2035											
	Forecast	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	29,376	28,779	30,142	29,617	28,745	27,530	27,478	28,987	29,545	33,312	36,854
Trade and other receivables	12,276	13,443	13,218	13,138	13,485	13,872	14,234	14,537	14,916	15,325	15,585
Total current assets	41,652	42,222	43,361	42,755	42,230	41,402	41,712	43,523	44,461	48,637	52,539
Non-current assets											
Other financial assets	21	21	21	21	21	21	21	21	21	21	21
Investments in associates and joint ventures	1,527	1,557	1,587	1,617	1,647	1,677	1,707	1,737	1,767	1,797	1,827
Property, infrastructure, plant & equipment	1,478,434	1,501,452	1,512,856	1,521,491	1,550,779	1,558,351	1,587,105	1,593,649	1,601,526	1,608,419	1,615,701
Right-of-use assets	1,556	1,141	726	323	-	-	-	-	-	-	-
Investment property	2,985	2,985	2,985	2,985	2,985	2,985	2,985	2,985	2,985	2,985	2,985
Total non-current assets	1,484,523	1,507,156	1,518,175	1,526,437	1,555,432	1,563,034	1,591,818	1,598,392	1,606,299	1,613,222	1,620,534
Total assets	1,526,175	1,549,379	1,561,536	1,569,192	1,597,662	1,604,436	1,633,531	1,641,915	1,650,759	1,661,859	1,672,973
Liabilities											
Current liabilities											
Trade and other payables	6,018	10,175	10,423	10,654	10,957	11,224	11,504	11,759	12,093	12,388	12,698
Trust funds and deposits	6,812	6,812	6,812	6,812	6,812	6,812	6,812	6,812	6,812	6,812	6,812
Unearned income/revenue	3,200	-	-	-	-	-	-	-	-	-	-
Provisions	6,771	6,791	6,741	6,614	6,708	6,279	6,279	6,279	6,279	6,279	6,279
Interest-bearing loans and borrowings	4,050	1,975	1,879	1,973	2,071	2,174	2,283	2,397	1,407	631	262
Lease liabilities	387	420	442	379	-	-	-	-	-	-	-
Total current liabilities	27,238	26,174	26,297	26,432	26,548	26,489	26,878	27,247	26,591	26,110	26,051
Non-current liabilities											
Provisions	4,790	4,302	3,889	3,508	3,238	3,238	3,238	3,238	3,238	3,238	3,238
Interest-bearing loans and borrowings	14,510	14,460	13,277	11,304	9,233	7,059	4,776	2,379	972	341	79
Lease liabilities	1,241	821	379	-	-	-	-	-	-	-	-
Total non-current liabilities	20,541	19,583	17,545	14,812	12,471	10,297	8,014	5,617	4,210	3,579	3,317
Total liabilities	47,779	48,957	43,842	41,244	39,019	36,786	34,892	32,865	30,801	29,689	29,368
Net assets	1,478,486	1,503,622	1,517,694	1,527,947	1,558,643	1,567,650	1,598,638	1,609,051	1,619,958	1,632,170	1,643,605

Macedon Ranges Shire Council											
Budgeted Balance Sheet											
For the ten years ending 30 June 2035											
	Forecast	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Equity											
Accumulated surplus	774,385	793,310	804,054	811,256	817,853	825,646	835,016	844,195	853,858	864,814	874,982
Reserves	704,101	710,312	713,640	716,691	740,790	742,004	763,622	764,856	766,100	767,356	768,623
Total equity	1,478,486	1,503,622	1,517,694	1,527,947	1,558,643	1,567,650	1,598,638	1,609,051	1,619,958	1,632,170	1,643,605

Table 8. Budgeted Statement of Changes in Equity

Macedon Ranges Shire Council	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
Budgeted Statement of Changes in Equity	\$'000	\$'000	\$'000	\$'000
2024/25				
Balance at beginning of the financial year	1,445,515	747,118	679,601	18,796
Surplus/(deficit) for the year	26,785	26,785	-	-
Net asset revaluation increment/(decrement)	5,923	-	5,923	-
Transfer (to)/from reserves	263	482	-	(219)
Balance at end of financial year	1,478,486	774,385	685,524	18,577
2025/26				
Balance at beginning of the financial year	1,478,486	774,385	685,524	18,577
Surplus/(deficit) for the year	18,209	18,209	-	-
Net asset revaluation increment/(decrement)	6,927	-	6,927	-
Transfer (to)/from reserves	-	716	-	(716)
Balance at end of financial year	1,503,622	793,310	692,451	17,861
2026/27				
Balance at beginning of the financial year	1,503,622	793,310	692,451	17,861
Surplus/(deficit) for the year	11,931	11,931	-	-
Net asset revaluation increment/(decrement)	2,141	-	2,141	-
Transfer (to)/from reserves	-	1,187	-	(1,187)
Balance at end of financial year	1,517,694	804,054	694,592	19,048
2027/28				
Balance at beginning of the financial year	1,517,694	804,054	694,592	19,048
Surplus/(deficit) for the year	8,398	8,398	-	-
Net asset revaluation increment/(decrement)	1,856	-	1,856	-
Transfer (to)/from reserves	-	(1,196)	-	1,196
Balance at end of financial year	1,527,947	811,256	696,447	20,244
2028/29				
Balance at beginning of the financial year	1,527,947	811,256	696,447	20,244
Surplus/(deficit) for the year	7,802	7,802	-	-
Net asset revaluation increment/(decrement)	22,893	-	22,893	-
Transfer (to)/from reserves	-	(1,205)	-	1,205
Balance at end of financial year	1,558,643	817,853	719,341	21,449
2029/30				
Balance at beginning of the financial year	1,558,643	817,853	719,341	21,449
Surplus/(deficit) for the year	9,007	9,007	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(1,214)	-	1,214
Balance at end of financial year	1,567,650	825,646	719,341	22,663

Macedon Ranges Shire Council	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
Budgeted Statement of Changes in Equity	\$'000	\$'000	\$'000	\$'000
	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2030/31				
Balance at beginning of the financial year	1,567,650	825,646	719,341	22,663
Surplus/(deficit) for the year	10,593	10,593	-	-
Net asset revaluation increment/(decrement)	20,395	-	20,395	-
Transfer (to)/from reserves	-	(1,223)	-	1,223
Balance at end of financial year	1,598,638	835,016	739,736	23,886
2031/32				
Balance at beginning of the financial year	1,598,638	835,016	739,736	23,886
Surplus/(deficit) for the year	10,412	10,412	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(1,234)	-	1,234
Balance at end of financial year	1,609,051	844,195	739,736	25,120
2032/33				
Balance at beginning of the financial year	1,609,051	844,195	739,736	25,120
Surplus/(deficit) for the year	10,908	10,908	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(1,244)	-	1,244
Balance at end of financial year	1,619,958	853,858	739,736	26,364
2033/34				
Balance at beginning of the financial year	1,619,958	853,858	739,736	26,364
Surplus/(deficit) for the year	12,212	12,212	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(1,256)	-	1,256
Balance at end of financial year	1,632,170	864,814	739,736	27,620
2034/35				
Balance at beginning of the financial year	1,632,170	864,814	739,736	27,620
Surplus/(deficit) for the year	11,435	11,435	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	(1,267)	-	1,267
Balance at end of financial year	1,643,605	874,982	739,736	28,887

Table 9. Budgeted Statement of Cash Flows

Macedon Ranges Shire Council											
Budgeted Statement of Cash Flows											
For the ten years ending 30 June 2035											
	Forecast	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from Operating Activities											
Rates and charges	64,416	64,857	69,787	72,216	74,568	77,021	79,605	82,191	84,882	87,592	90,455
Statutory fees and fines	3,489	3,821	4,069	4,175	4,276	4,382	4,494	4,605	4,721	4,837	4,960
User fees	9,389	10,031	10,681	10,959	11,225	11,501	11,795	12,086	12,392	12,696	13,020
Grants - operating	21,291	18,405	19,597	20,108	20,596	21,103	21,643	22,177	22,737	23,295	23,890
Grants - capital	15,508	12,702	6,956	3,266	3,000	2,884	3,829	3,217	3,359	3,766	2,600
Contributions - monetary	3,581	1,751	1,795	1,840	1,886	1,933	1,981	2,031	2,081	2,133	2,187
Interest received	2,100	1,460	1,497	1,534	1,572	1,612	1,652	1,693	1,735	1,779	1,823
Other receipts	3,848	1,937	2,133	2,190	2,242	2,296	2,356	2,414	2,475	2,535	2,601
Net GST refund / (payment)	8,605	5,503	4,378	4,191	4,268	4,443	4,620	4,560	4,796	4,796	4,927
Employee costs	(46,626)	(48,798)	(50,465)	(52,576)	(54,795)	(56,437)	(58,099)	(59,873)	(61,664)	(63,498)	(65,420)
Materials and Consumables Paid	(37,259)	(33,754)	(38,242)	(39,209)	(40,153)	(41,182)	(42,189)	(43,295)	(44,315)	(45,441)	(46,590)
Trust Funds and Deposits	(150)	-	-	-	-	-	-	-	-	-	-
Other Payments	(13,701)	(4,069)	(4,710)	(4,749)	(5,038)	(4,916)	(4,579)	(4,688)	(5,112)	(4,905)	(5,011)
Net Cash flows from Operating Activities	34,491	33,845	27,474	23,945	23,645	24,640	27,107	27,116	28,087	29,585	29,442
Cash flows from Investing Activities											
Payment for Property, Infrastructure, Plant and Equipment	(42,787)	(31,333)	(23,939)	(21,757)	(21,885)	(23,608)	(24,912)	(23,361)	(25,283)	(24,665)	(25,566)
Proceeds from Property, Infrastructure, Plant and Equipment	770	330	330	330	330	330	330	330	330	330	330
Proceeds/(Payments) from/for Financial Assets	27,998	-	-	-	-	-	-	-	-	-	-
Net Cash flows from Investing Activities	(14,019)	(31,003)	(23,609)	(21,427)	(21,555)	(23,278)	(24,582)	(23,031)	(24,953)	(24,335)	(25,236)
Cash flows from Financing Activities											
Finance costs	(821)	(870)	(760)	(698)	(604)	(506)	(403)	(294)	(180)	(75)	(33)
Proceeds from borrowings	2,500	2,050	700	-	-	-	-	-	-	-	-
Repayment of borrowings	(1,357)	(4,174)	(1,980)	(1,879)	(1,973)	(2,071)	(2,174)	(2,283)	(2,397)	(1,407)	(631)
Interest paid - lease liability	(74)	(58)	(42)	(25)	(7)	-	-	-	-	-	-
Repayment of lease liabilities	(325)	(387)	(420)	(442)	(379)	-	-	-	-	-	-
Net Cash flows from Financing Activities	(77)	(3,439)	(2,501)	(3,044)	(2,963)	(2,577)	(2,577)	(2,577)	(2,577)	(1,482)	(665)

Macedon Ranges Shire Council											
Budgeted Statement of Cash Flows											
For the ten years ending 30 June 2035											
	Forecast	Budget	Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Net Change in Cash Held	20,395	(597)	1,363	(526)	(872)	(1,215)	(51)	1,508	558	3,767	3,542
Cash at Beginning of the Financial Year	8,981	29,376	28,779	30,142	29,617	28,745	27,530	27,478	28,987	29,545	33,312
Cash at End of the Financial Year	29,376	28,779	30,142	29,617	28,745	27,530	27,478	28,987	29,545	33,312	36,854

Table 10. Budgeted Statement of Capital Works

Macedon Ranges Shire Council											
Budgeted Statement of Capital Works	Forecast	Budget	Projections								
For the ten years ending 30 June 2035	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land improvements	-	-	-	-	-	-	-	-	-	-	-
Buildings	3,436	3,903	2,120	2,120	4,120	4,085	5,085	2,185	4,085	4,085	4,120
Plant, machinery and equipment	2,472	1,535	1,625	1,625	1,625	1,650	1,650	1,625	1,640	1,640	2,152
Fixtures, fittings and furniture	55	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	349	485	880	800	800	918	845	845	820	820	1,076
Roads	11,760	8,741	9,200	9,200	8,885	9,176	9,047	10,731	9,958	9,988	9,988
Bridges	741	500	736	356	124	402	660	660	660	660	660
Footpaths and cycleways	2,405	1,633	700	700	700	1,123	1,150	1,250	1,250	1,150	1,150
Drainage	549	611	597	623	651	680	623	651	680	640	640
Recreational, leisure and community facilities	3,675	10,413	5,225	3,675	2,310	2,638	2,690	2,490	3,091	2,640	2,656
Parks, open space and streetscapes	229	80	240	240	240	345	355	355	355	355	355
Aerodromes	-	120	-	-	-	-	-	-	-	-	-
Other infrastructure	445	463	440	440	440	445	542	445	445	445	445
Total Capital Works	26,116	28,484	21,763	19,779	19,895	21,462	22,647	21,237	22,984	22,423	23,242
Represented by:											
Renewal Investment	22,191	13,444	18,343	18,979	18,540	16,815	21,498	15,079	21,303	21,923	22,742
Upgrade Investment	1,017	3,580	920	500	1,055	4,147	649	5,658	1,182	-	-
New Investment	2,908	11,460	2,500	300	300	500	500	500	500	500	500
Total Capital Works	26,116	28,484	21,763	19,779	19,895	21,462	22,647	21,237	22,984	22,423	23,242

Table 11. Summary of Planned Human Resources Expenditure

Macedon Ranges Shire Council										
Summary of Planned Human Resources Expenditure										
For the ten years ending 30 June 2035										
	Budget 2025/26 \$'000	Projections 2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000
CEO Office										
Permanent – full time	1,150	1,199	1,253	1,309	1,348	1,389	1,430	1,473	1,517	1,563
Permanent – part time	178	185	193	202	208	214	221	227	234	241
Total CEO Office	1,328	1,384	1,447	1,511	1,556	1,603	1,651	1,700	1,752	1,804
Assets and Operations										
Permanent – full time	13,016	13,314	13,914	14,532	14,968	15,417	15,880	16,356	16,847	17,352
Permanent – part time	2,256	2,307	2,411	2,518	2,594	2,672	2,752	2,834	2,920	3,007
Total Assets and Operations	15,272	15,621	16,325	17,050	17,562	18,089	18,632	19,190	19,766	20,359
Community										
Permanent – full time	3,052	3,148	3,290	3,436	3,539	3,645	3,754	3,867	3,983	4,103
Permanent – part time	8,097	8,351	8,727	9,115	9,389	9,670	9,960	10,259	10,567	10,884
Total Community	11,149	11,499	12,017	12,551	12,928	13,315	13,715	14,126	14,550	14,987
Corporate										
Permanent – full time	5,139	5,322	5,562	5,809	5,983	6,163	6,348	6,538	6,734	6,936
Permanent – part time	1,905	1,972	2,061	2,153	2,217	2,284	2,352	2,423	2,496	2,570
Total Corporate	7,044	7,294	7,623	7,962	8,200	8,446	8,700	8,961	9,230	9,507
Planning and Environment										
Permanent – full time	4,831	5,024	5,250	5,483	5,648	5,817	5,992	6,172	6,357	6,547
Permanent – part time	2,471	2,570	2,686	2,805	2,889	2,976	3,065	3,157	3,252	3,349
Total Planning and Environment	7,303	7,594	7,936	8,288	8,537	8,793	9,057	9,329	9,609	9,897
Casuals, temporary and other expenditure	4,662	4,779	4,898	5,021	5,171	5,326	5,486	5,651	5,820	5,995
Capitalised labour costs	2,226	2,281	2,338	2,397	2,469	2,543	2,619	2,697	2,778	2,862
Total staff expenditure	48,983	50,452	52,584	54,780	56,423	58,116	59,859	61,655	63,505	65,410

Table 12. Full-Time Equivalent Staff

Macedon Ranges Shire Council										
Summary of Planned Human Resources										
Full-Time Equivalent Staff	Budget 2025/26	Projections								
For the ten years ending 30 June 2035	FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/32 FTE	2032/33 FTE	2033/34 FTE	2034/35 FTE
CEO Office										
Permanent – full time	8	8	8	8	8	8	8	8	8	8
Permanent – part time	2	2	2	2	2	2	2	2	2	2
Total CEO Office	10	10	10	10	10	10	10	10	10	10
Assets and Operations										
Permanent – full time	111	113	115	116	117	119	120	122	123	125
Permanent – part time	23	23	23	23	24	24	25	25	26	26
Total Assets and Operations	135	137	138	139	141	143	145	147	149	151
Community										
Permanent – full time	25	26	27	28	29	29	30	30	31	31
Permanent – part time	83	83	83	83	83	83	83	83	83	83
Total Community	108	109	110	111	112	112	113	113	114	114
Corporate										
Permanent – full time	43	44	45	46	46	47	47	48	48	49
Permanent – part time	18	19	20	21	21	21	21	21	21	21
Total Corporate	61	63	64	66	67	68	68	69	69	70
Planning and Environment										
Permanent – full time	58	59	60	61	62	64	65	67	68	70
Permanent – part time	24	24	24	24	24	24	24	24	24	24
Total Planning and Environment	82	82	83	84	86	88	89	91	92	94
Casuals, temporary and other expenditure	49	49	49	49	49	49	49	49	49	49
Total staff operating full-time equivalent	443	449	454	459	464	468	473	477	482	486
Capitalised labour costs	20	20	20	20	20	20	20	20	20	20
Total staff expenditure	463	468	473	478	484	488	493	497	502	526



Appendix B: Further Notes on Assumptions

Consumer Price Index (CPI)

The Consumer Price Index (CPI) measures household inflation and tracks price changes across various categories of household expenditure. Following a period of elevated inflation during the COVID-19 pandemic, CPI has now returned to more historical levels. Given this trend and the absence of any significant foreseeable economic shocks, Council anticipates CPI will remain steady over the medium term. Accordingly, this Financial Plan assumes no significant change from the current annual CPI increase.

While CPI is currently around 3% when setting the 2025/26 budget, the financial model has been based on a 2.5% annual CPI increase.

Rating and service charge assumptions

The rate cap is determined by the Victorian Government, with the annual percentage increase recommended by the Essential Services Commission (ESC). Introduced in 2016-17 at 2.5%, the cap has since ranged between 1.5% and 2.5%, consistently remaining below the Consumer Price Index (CPI). Notably, in the 2024-25 financial year, the rate cap and CPI aligned more closely than in recent years, both reaching approximately 3% the closest they have been since the pre-COVID period.

As future rate caps are yet to be announced by the ESC, this Financial Plan assumes a conservative annual increase of 2.5%. It is also assumed that Council will continue to adopt the maximum allowable rate cap each year without seeking a variation above or electing

to apply a lower increase-in order to maintain current service levels and deliver essential infrastructure within the rate cap framework.

Rate growth

While subdivision activity is expected to continue, it is not anticipated to grow at the same pace experienced over the past five years. Rate growth is primarily driven by population increases, which lead to more subdivisions and new dwellings, ultimately boosting rate revenue. To reflect this, the additional annual rates revenue has been revised down, resulting in a projected annual growth of \$600,000.

Waste charges

Waste management is one of the most complex and costly services provided by Council. To fund this essential service, Council levies a per-bin charge for the kerbside collection and disposal of waste on each separate occupancy within the collection district. These charges are designed to fully recover both the direct and indirect costs associated with waste services. This includes landfill rehabilitation, collection, sorting and disposal of garbage, recyclable materials (including glass), and food and garden organics (FOGO), as well as related administrative and overhead costs.

Waste charges for 2025-26 have increased by 4.6% compared to 2024-25, reflecting the ongoing and significant cost pressures involved in delivering this essential service across the shire. Key drivers of the increase include rising contractor costs and the continued escalation of the Environmental Protection Authority (EPA) landfill levy, which affects councils across Victoria.

Given the ongoing challenges in waste management—such as increasing regulatory requirements, rising service delivery costs, and environmental expectations—Council must continuously review and adapt its waste services. This ensures they remain both financially sustainable and responsive to community needs. In future years, waste charges are forecast to increase in line with growth, with Council committed to ensuring that waste revenue continues to fully fund the true cost of the service.

Future years' increases are included at an annual increase of 2.5%.

Grants – operational

Council currently receives grants for tied (specific-purpose grants) and un-tied financial assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by approximately 2.5% per annum.

Council currently receives several annual capital grants. Each year, capital grants are budgeted to include the recurring capital grants and capital grants budgeted to be received for capital work projects.

Contributions – monetary

For 2025/26, 1.5 per cent of contributions are levies that Council collects from developers. Contributions are estimated to grow by CPI.

Contributions – non-monetary

The non-monetary contributions are estimated developer gifted assets and found or recognised assets. For 2025/26 we are anticipating the following asset categories to be gifted to Council:

- Drainage
- Footpath
- Constructed Roads

The Financial Plan Model assumes that \$6M of contributed, gifted or found assets will be recognised annually in the future.

User fees and charges

User fees make up approximately 8 per cent of income Council receives. The Financial Plan Model assumes that services levels will be maintained, with CPI movements changes to user fees and charges.

Employee costs

Employee costs are governed by Council's Enterprise Bargaining Agreement (EBA). The current EBA, which expires in 2024/25, negotiations for a new EBA have commenced, it is unknown at this stage what the annual increase will be the new EBA. The Model assumes that annual salaries will increase by 2.5 per cent.

The Plan assumes annual growth in employee numbers, with any additions prioritized by the Executive Leadership Team and incorporated into the draft budget for Councillors to consider for inclusion.

Materials and services

Operational services in the Model have been forecast to continue at the same level of service with annual increases in line with CPI.

Asset revaluation

The valuation process for our classes of assets that require to be revalued are undertaken in accordance with the timeframes included in Council's Asset Plan.

Borrowing costs

Subject to the principles of sound financial management, councils may borrow money to perform the functions and responsibilities required of them under the *Local Government Act 2020*.

Borrowing costs comprise the interest expense to service Council's loan portfolio.

A major component of the services that Council provides are asset intensive, often requiring a large initial investment for acquisition of the assets, and then ongoing investment for

maintenance and renewal of those assets.

It is very difficult for Council to finance the acquisition of new assets, as well as planned and requisite asset renewals, without the use of debt. As an alternative, Council would have to charge current ratepayers a high charge, relative to the benefit derived.

This would lead to issues with intergenerational equity, as Council would charge current ratepayers high rates, while future ratepayers would continue to derive the benefit of the assets. Debt, when used equitably and responsibly, will help alleviate issues of intergenerational equity.

Appendix C:

Matters Impacting 10-year Financial Projections

This Financial Plan provides information to guide decisions about Council's operations into the future. Given the plan's long term nature, it is subject to several influences and risks:

1. Economic influences

Unforeseen economic changes or circumstances that are outside of Council's control include, but are not limited to:

- localised economic growth – residential development and new business
- interest rates fluctuations
- the Consumer Price Index (Melbourne)
- the Building Price Index (Melbourne)
- issues with availability of materials and contractors driving prices up
- the Local Government Price Index (LGPI)
- changes to specific programs, such as Federal Assistance Grants

2. Political changes of circumstances

Examples of unforeseen political changes or circumstances that are outside of Council's control include, but are not limited to:

- changes to levies and their conditions, such as the Environment Protection Authority (VIC) Waste Levy
- increases in the Emergency Services and Volunteers Fund (ESVF), levied by the State and collected by Councils

- the cost of natural resources, such as fuel and water
- any change in the level of legislative compliance
- cost shifting, such as an increased Emergency Services Levy.

3. Environmental Risks

Examples of variable climatic conditions and environmental impacts that are outside of Council's control include, but are not limited to:

- climate change
- storm events
- flooding
- bushfire
- drought

4. Internal Influences

Examples of internal influences that Council can control include:

- agreed service-level review outcomes
- infrastructure asset management
- depreciation
- performance management
- efficiencies in service delivery and administrative support
- salaries and wages – limited control due to Enterprise Bargaining Agreements

5. External influences

Examples of external influences that affect Council include:

- rate increases – limited control due to rate capping
- salaries and wages – limited control due to Enterprise Bargaining Agreements

6. Community influences

There are several community influences that will affect decisions about Council's operations into the future, including:

- community needs and expectations
- the annual community satisfaction survey
- the Council Plan
- the Community Vision
- other key strategies that have had community input
- budget submissions
- community consultation.

Appendix D:

VAGO Financial Sustainability Indicators

Table 13. VAGO Financial Sustainability Indicators

Indicator	Formula	Description
Underlying result (per cent)	Adjusted net surplus/ total underlying revenue	A positive result indicates a surplus. The larger the percentage, the stronger the result. A negative result indicates a deficit. Operating deficits cannot be sustained in the long term. Underlying revenue does not take into account non-cash developer contributions and other one-off (non-recurring) adjustments.
Liquidity	Current assets/ current liabilities	Measures the ability to pay existing liabilities in the next 12 months. A ratio higher than 1:1 means there is more cash and liquid assets than short-term liabilities.
Indebtedness (per cent)	Non-current liabilities/ own-sourced revenue	Comparison of non-current liabilities (mainly comprised of borrowings) to own-sourced revenue. The higher the percentage, the less able to cover non-current liabilities from the revenues the entity generates itself. Own-sourced revenue is used (rather than total revenue) because it does not include capital grants, which are usually tied to specific projects.
Self-financing (per cent)	Net operating cash flows/ underlying revenue	Measures the ability to replace assets using cash generated by the entity's operations. The higher the percentage, the more effectively this can be done.
Capital replacement	Capital expenditure/ depreciation	Comparison of the rate of spending on infrastructure with its depreciation. Ratios higher than 1:1 indicate that spending is faster than the depreciation rate. This is a long-term indicator, as capital expenditure can be deferred in the short term if there are insufficient funds available from operations, and borrowing is not an option.
Renewal gap	Renewal and upgrade expenditure/ depreciation	Comparison of the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1:1 indicate that spending on existing assets is greater than the depreciation rate. Similar to the investment gap, this is a long-term indicator, as capital expenditure can be deferred in the short term if there are insufficient funds available from operations, and borrowing is not an option.

Table 14. Risk assessment criteria for financial sustainability indicators

Risk	Underlying result	Liquidity	Indebtedness	Self financing	Capital replacement	Renewal gap
High	Negative 10% or less Insufficient revenue is being generated to fund operations and asset renewal.	Equal to or less than 1.0 Insufficient current assets to cover liabilities.	More than 60% Potentially long-term concern over ability to repay debt levels from own-source revenue.	Less than 10% Insufficient cash from operations to fund new assets and asset renewal.	Equal to or less than 1.0 Spending on capital works has not kept pace with consumption of assets.	Equal to or less than 0.5 Spending on existing assets has not kept pace with consumption of these
Medium	Negative 10% to zero A risk of long-term run down to cash reserves and inability to fund asset renewals.	1.0–1.5 Need for caution with cash flow, as issues could arise with meeting obligations as they fall due.	40–60% Some concern over the ability to repay debt from own-source revenue.	10–20% May not be generating sufficient cash from operations to fund new assets.	1.0–1.5 May indicate spending on asset renewal is insufficient.	0.5–1.0 May indicate insufficient spending on renewal of existing assets.
Low	More than zero Generating surpluses consistently.	More than 1.5 No immediate issues with repaying short-term liabilities as they fall due.	40% or less No concern over the ability to repay debt from own-source revenue.	20% or more Generating enough cash from operations to fund assets.	More than 1.5 Low risk of insufficient spending on asset renewal.	More than 1.0 Low risk of insufficient spending on asset base.

Strategies

The following strategies and plans support the 10-year financial projections included in the Financial Plan.

Borrowing Strategy

Current debt position

The forecast balance of borrowings as at the commencement of this plan at 30 June 2025 is \$18.56 million.

Debt has been built into this Financial Plan based on a treasury management position of drawing down on loans when required and repaying loans when due and excess cash is available.

Council’s Borrowing Policy sets clear guidelines in the purpose of Council drawing down new borrowings, the policy ensures that borrowing activities will be undertaken in a manner that minimises risks to Council.

The debt projections show the peak at 30 June 2025 of \$18.56 million and then a reduction in debt levels to \$341,000 by 2034/35. Borrowings have been assumed at 4.88 per cent interest rate over a 10-year period, which is a conservative and reasonable timeframe for Council to aim for to repay its debt.

Council has accessed debt funding to complete a range of major infrastructure projects, including:

- Macedon Ranges Sports Precinct Stage 2
- Macedon Ranges Shared Trails
- Kyneton Netball Courts Renewal works
- Kyneton Landfill – Biofilter installation
- Gisborne Aquatics – Gas Boiler upgrade

The need for future borrowings is anticipated to fund projects yet to be determined by Council.

Future borrowing requirements

The Financial Plan will see Council draw down new borrowings totalling \$2.75 million during the next ten years. New loans totalling \$2.05 million are included in the budget for 2025/26. These loans will assist in funding the Macedon Ranges Shared Trail (\$500,000), Biofilter (\$800,000) and the replacement of the boiler at Gisborne Aquatic Centre (\$750,000).

A loan will also be drawn down in 2026/27 (\$700,000) to fund Macedon Ranges Regional Sports Precinct Stage 2. During the term of the plan, it is budgeted for Council to repay \$25.392 million.

The table on the following page highlights Council’s projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan.

Table 15. Council's projected loan balance (\$'000)

	Forecast 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Opening balance	17,417	18,560	16,436	15,156	13,277	11,304	9,233	7,059	4,776	2,379	972
New loans	2,500	2,050	700	-	-	-	-	-	-	-	-
Loan principal repayments	(1,357)	(4,174)	(1,980)	(1,879)	(1,973)	(2,071)	(2,174)	(2,283)	(2,397)	(1,407)	(631)
Interest repayments	(821)	(870)	(760)	(698)	(604)	(506)	(403)	(294)	(180)	(75)	(33)
Closing balance	18,560	16,436	15,156	13,277	11,304	9,233	7,059	4,776	2,379	972	341

Performance indicators

The following table highlights Council's projected performance across a range of debt management performance indicators that are included in Council's Borrowing Policy.

Table 16. Council's projected performance

Borrowing Policy Measure	Sector Expected Ratio Range	Council Target Ratio Range	30 Jun 2025	30 Jun 2026	30 Jun 2027	30 Jun 2028	30 Jun 2029	30 Jun 2030	30 Jun 2031	30 Jun 2032	30 Jun 2033	30 Jun 2034	30 Jun 2035
Loans and borrowings compared to rates***	0%-70%	0% - 35%	29.2%	24.5%	21.8%	18.5%	15.2%	12.0%	8.9%	5.8%	2.8%	1.1%	0.4%
Loans and borrowings repayments compared to rates**	0%-20%	0%-10%	3.4%	7.5%	3.9%	3.6%	3.5%	3.4%	3.3%	3.1%	3.0%	1.7%	0.7%
Indebtedness*	High > 60% Medium 40-60% Low 40% or less	0%-40%	24.3%	22.7%	19.7%	16.2%	13.2%	10.6%	8.0%	5.4%	3.9%	3.2%	2.9%

***Loans and borrowings compared to rates - interest bearing loans and borrowings as a percentage of rate revenue.

**Loans and borrowings repayments compared to rates - interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue.

*Indebtedness - the higher the percentage the less the entity is able to cover non current liabilities from revenues the entity generates itself. Own source revenue is used rather than total revenue because it does not include grants for contributions.

The key measures outlined in the Borrowing Policy demonstrate that, throughout the duration of the Financial Plan, the Council's borrowings remain within the Target Ratio Range specified in the policy. This creates the flexibility to access additional loans in the future if needed.

Should a significant priority project arise, the Council has the borrowing capacity to contribute financially, allowing borrowings to be considered as a funding option for such initiatives.

Investment Strategy

Current Cash position

The forecasted balance of cash and cash equivalents as of 30 June 2025, the start of this plan, is \$29.38 million. Cash balances fluctuate throughout the year due to the timing of rate instalment payments, grants, user fees, and charges. These inflows are balanced by outflows such as payments to suppliers, fortnightly payroll, and debt repayments. Maintaining appropriate cash levels is essential to ensure the Council can continue operations smoothly throughout each year of the plan.

The Council maintains cash to meet the scheduled payments as they fall due. Surplus funds may be invested to generate interest income, which supports the Council's operating result. Such investments must comply with section 103 of the *Local Government Act 2020*.

The Council's Investment Policy provides clear guidelines for managing the investment portfolio, including the following components:

Risk Management and Investment Diversification

Risk management and investment diversification of Council's investment portfolio is to comply with three key criteria:

Table 17. (a) Portfolio Credit Framework: limit overall credit exposure of the portfolio

Long Term Credit Ratings (1)	Short Term Credit Ratings (1)	Maximum Exposure to this Credit Rating Group (2)
AAA/AA-	A1+/A1	100%
A+/BBB-	A2/A3	70%
BB+/D	B	Nil

Table 18. (b) Counterparty Credit Framework: limit exposure to individual institutions

Long Term Credit Ratings (1)	Short Term Credit Ratings (1)	ADI limit (2)
AAA/AA	A1+/A1	45%
A+/A-	A2	40%
BBB+/BBB-	A3	35%
BB+/D	B	Nil

Table 19. (c) Term to Maturity Framework: limits based upon maturity of securities

Overall portfolio term	Maturity limits (%)
Portfolio % < 12 months	100% max; 70% min
Portfolio % > 12 months < 36 months	30% max

Return on investment

Within the risk reduction controls and social and environmental considerations; Council investments shall be made with Authorised Deposit-taking Institution's (ADIs) offering the highest rate of return at the time the money is invested.

The period of investment shall be determined in accordance with the level of returns offered and Council's Liquidity.

Funds held in Council's cash accounts (where interest rates are usually lower) shall be kept to the minimum required to safely meet operating cash flow requirements.

Social and environmental considerations

Council will give preference to investing its funds in ADIs that do not invest in or finance the fossil fuel industry and support the International Campaign to abolish nuclear weapons (ICAN). In accordance with the Climate Change Action Plan, Council will aim to have at least 20% of its investments with ADIs that do not invest in or finance the fossil fuel industry.

Table 20. Closing Cash Balances of each year of the plan (\$'000)

	Forecast 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Cash and Cash Equivalents	29,736	28,779	30,142	29,617	28,745	27,530	27,478	28,987	29,545	33,312	36,854

Table 21. Annual Interest income earned (\$'000)

	Forecast 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Interest Income	2,100	1,460	1,497	1,534	1,572	1,612	1,652	1,693	1,735	1,779	1,823

The increased forecasted interest income for 2024/25 is due to the Council maintaining higher cash balances, stemming from early grant payments received for several Capital Works projects scheduled for delivery by the Council.

Reserve Strategy

Current reserves

Council maintains both statutory and discretionary reserves in line with its Financial Reserves Policy.

Financial reserves are funds that have been set aside from operating and capital incomes for future funding of capital projects. From an accounting perspective, the balance of these funds are held under 'Equity' in Council's Balance Sheet.

Council has several financial reserves that hold a significant amount of funds.

Reserve movements will be guided by Council's Financial Reserves Policy, which provides guidance in relation to recognising the source of funds and the approved use of funds for each reserve. Requests for expenditure form part of the Annual Budget process and is approved by Council annually.

Table 22. Discretionary Reserves

Reserve name	Source of funds	Approved use of funds
Plant and fleet replacement	The surplus of internal charges to projects from plant usage, less the cost of operating the plant, is transferred to the plant replacement reserve	Replacement of plant assets, e.g. graders, mowers, trucks and motor vehicles
Gravel pit operations	Surplus operating funds from gravel pits	Rehabilitation of Council-owned gravel pits
Asset conversion	Net proceeds from the sale of Council land that is not classified as open space. It also excludes the proceeds of sale from the development of commercial/ industrial land, which is covered under the Commercial Development reserve	Capital expenditure on Council-owned and controlled land or property purchases
Hanging Rock	Surplus operating funds from Hanging Rock and government grants for works at Hanging Rock	Capital expenditure and operational projects at Hanging Rock. An example of an operational project would be the preparation of a master plan
Senior citizens accommodation maintenance	Any surplus funds from operating the senior citizens units are transferred to this reserve	Major maintenance and other capital works at Council-owned senior citizens units

Reserve name	Source of funds	Approved use of funds
Commercial development	Net proceeds from the sale of Council commercial or industrial land that has been developed for the purpose of stimulating commercial activity	<ul style="list-style-type: none"> Activities designed to investigate, establish or stimulate the demand for commercial activity throughout the Macedon Ranges Shire The definition of commercial activity in this regard can be anything that is a permitted use in the industrial or commercial zones
Debt repayment	The amount of the annual allocation will be approved as part of the Annual Budget. Sufficient funds must be allocated to ensure that debt can be repaid when it falls due	To repay Council loans or debt issued under the Local Government Funding Vehicle. The reserve may also be used to repay any future liability for the Local Authorities Defined Benefit Superannuation Plan
Open Space – East Paddock	Net proceeds from the sale of the site	To hold the net proceeds from the sale of the East Paddock until Council decides to allocate the proceeds to a project or initiative.
Public open space	Developer contributions (open space)	<p>Public open space projects. Public open space is defined in policy as land set aside in a plan or land in a plan zoned or reserved under a planning scheme:</p> <ul style="list-style-type: none"> for public recreation or public resort; or as parklands; or for similar purposes
Community facilities	<p>Developer contributions (infrastructure levy)</p> <ul style="list-style-type: none"> These contributions are no longer collected where there is a Development Contribution Plan in place 	<p>Funds may be spent on buildings and works for, or associated with, the construction of:</p> <ul style="list-style-type: none"> a maternal and child health centre a childcare centre a kindergarten, or any centre which provides these facilities in combination
Car parking*	Planning – development contributions in lieu of car parking being provided	To undertake public car parking works to create or improve car parking within the municipality

Reserve name	Source of funds	Approved use of funds
Roadworks	Developer contributions	Road works. Some contributions have specific terms, e.g. funds to be spent on a particular intersection, other terms are more general
Drainage	Developer contributions	Drainage projects. Some contributions have specific areas nominated for spending
Footpaths	Developer contributions	Footpath projects. Some contributions have specific areas nominated for spending
Development Contribution Plans (DCP)	Developer planning contributions required under an established DCP <ul style="list-style-type: none"> Gisborne Development Plan Romsey Development Plan 	All income received via developer contribution agreements will be recorded to reserves in the Balance Sheet, where there is a future obligation on Council. Once this obligation has been met, it will be removed from the reserve. A separate discretionary reserve is to be created for each Developer Contribution Plan or Sec 173 Agreement
Resource Recovery (Kerbside Collection)	The surplus from allowable Kerbside Collection service charges will be transferred to the Resource Recovery Reserve (Kerbside Collection) on an annual basis	Kerbside Collection service charges are utilised to support the collection and cartage for providing the kerbside collection waste service. This reserve is a part of the mechanism employed by Council to ensure any surpluses generated from the service charge are only utilised of providing the service in future years

*Funds are no longer collected for this reserve.

Reserve usage projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan. Total amount of reserves, for each year, is to align with the Statement of Changes in Equity. Restricted reserves are to be included in the disclosure of restricted cash assets.

Table 23. Balance and annual movement for each reserve

	Restricted/ discretionary	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2023/34 \$'000	2034/35 \$'000
Public open space	Restricted										
Opening balance		2,793	3,643	3,943	4,243	4,543	4,843	5,143	5,443	5,743	6,043
Transfer to reserve		1,000	1,100	1,100	1,10	1,100	1,100	1,100	1,100	1,100	1,100
Transfer from reserve		(150)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)
Closing balance		3,643	3,943	4,243	4,543	4,843	5,143	5,443	5,743	6,043	6,343
Community facilities	Restricted										
Opening balance		629	754	754	754	754	754	754	754	754	754
Transfer to reserve		150	-	-	-	-	-	-	-	-	-
Transfer from reserve		(25)	-	-	-	-	-	-	-	-	-
Closing balance		754	754	754	754	754	754	754	754	754	754
Car parking	Restricted										
Opening balance		136	136	136	136	136	136	136	136	136	136
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		136	136	136	136	136	136	136	136	136	136
Planning roadworks	Restricted										
Opening balance		870	870	870	870	870	870	870	870	870	870
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	(211)	-	-	-	-	-	-
Closing balance		870	870	870	870	870	870	870	870	870	870
Drainage	Restricted										
Opening balance		612	662	712	762	812	862	912	962	1,012	1,062
Transfer to reserve		50	50	50	50	50	50	50	50	50	50
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		662	712	762	812	862	912	962	1,012	1,062	1,112

	Restricted/ discretionary	2025/ 26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000
Gisborne Development Contributions Plan	Restricted										
Opening balance		1,048	1,263	1,563	1,863	2,163	2,463	2,763	3,063	3,363	3,663
Transfer to reserve		300	300	300	300	300	300	300	300	300	300
Transfer from reserve		(85)	-	-	-	-	-	-	-	-	-
Closing balance		1,263	1,563	1,863	2,163	2,463	2,763	3,063	3,363	3,663	3,963
Romsey Development Contributions Plan	Restricted										
Opening balance		485	515	815	1,115	1,415	1,715	2,015	2,315	2,615	2,915
Transfer to reserve		100	300	300	300	300	300	300	300	300	300
Transfer from reserve		(70)	-	-	-	-	-	-	-	-	-
Closing balance		515	815	1,115	1,415	1,715	2,015	2,315	2,615	2,915	3,215
Planning footpath works	Restricted										
Opening balance		148	148	148	148	148	148	148	148	148	148
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		148	148	148	148	148	148	148	148	148	148
Plant replacement	Discretionary										
Opening balance		976	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002
Transfer to reserve		1,226	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Transfer from reserve		(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)
Closing balance		1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002	1,002
Asset conversion	Discretionary										
Opening balance		744	744	744	744	744	744	744	744	744	744
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		744	744	744	744	744	744	744	744	744	744

	Restricted/ discretionary	2025/26 \$'000	2026/27	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000
Commercial development											
	Discretionary										
Opening balance		2,025	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875
Transfer from reserve		(150)	-	-	-	-	-	-	-	-	-
Closing balance		1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875
Gravel pit operations											
	Discretionary										
Opening balance		2,847	2,901	2,971	3,041	3,111	3,181	3,251	3,321	3,391	3,461
Transfer to reserve		54	70	70	70	70	70	70	70	70	70
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		2,901	2,971	3,041	3,111	3,181	3,251	3,321	3,391	3,461	3,531
Open Space											
	Discretionary										
Opening balance		3,173	3,348	3,515	3,691	3,876	4,070	4,273	4,487	4,711	4,947
Transfer to reserve		175	167	176	185	194	203	214	224	236	247
Closing balance		3,348	3,515	3,691	3,876	4,070	4,273	4,487	4,711	4,947	5,194
Debt repayment											
	Discretionary										
Opening balance		2,091	-	-	-	-	-	-	-	-	-
Transfer to reserve		309	-	-	-	-	-	-	-	-	-
Transfer from reserve		(2,400)	-	-	-	-	-	-	-	-	-
Closing balance		-	-	-	-	-	-	-	-	-	-
Reserves summary											
Opening balance		18,577	17,861	19,048	20,244	21,449	22,663	23,886	25,120	26,364	27,620
Transfer to reserve		3,364	3,187	3,196	3,205	3,214	3,223	3,234	3,244	3,256	3,267
Transfer from reserve		(4,080)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Closing balance		17,861	19,048	20,244	21,449	22,663	23,886	25,120	26,364	27,620	28,887

Appendix E:

Glossary of terms

Specific terms used in this Plan are defined below for reference.

Table 24. Glossary of terms

Term	Definition
Asset renewal	Expenditure on an existing asset which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.
Asset upgrade	Expenditure which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the asset base.
Borrowing strategy	A borrowing strategy is the process by which Council's current external funding requirements can be identified, existing funding arrangements are managed, and future requirements monitored.
Capital works program	Capital works projects that will be undertaken during the 2025/26 year.
Council	Macedon Range Shire Council
Councillor	Elected individual holding the office of a member of Macedon Ranges Shire Council.
Financial Sustainability	A key outcome of the strategic resource plan. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Infrastructure	Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services.
New assets	New assets do not have any element of expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in an additional burden for future operation, maintenance and capital renewal.
VAGO	Victorian Auditor-General's Office.



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 St, 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

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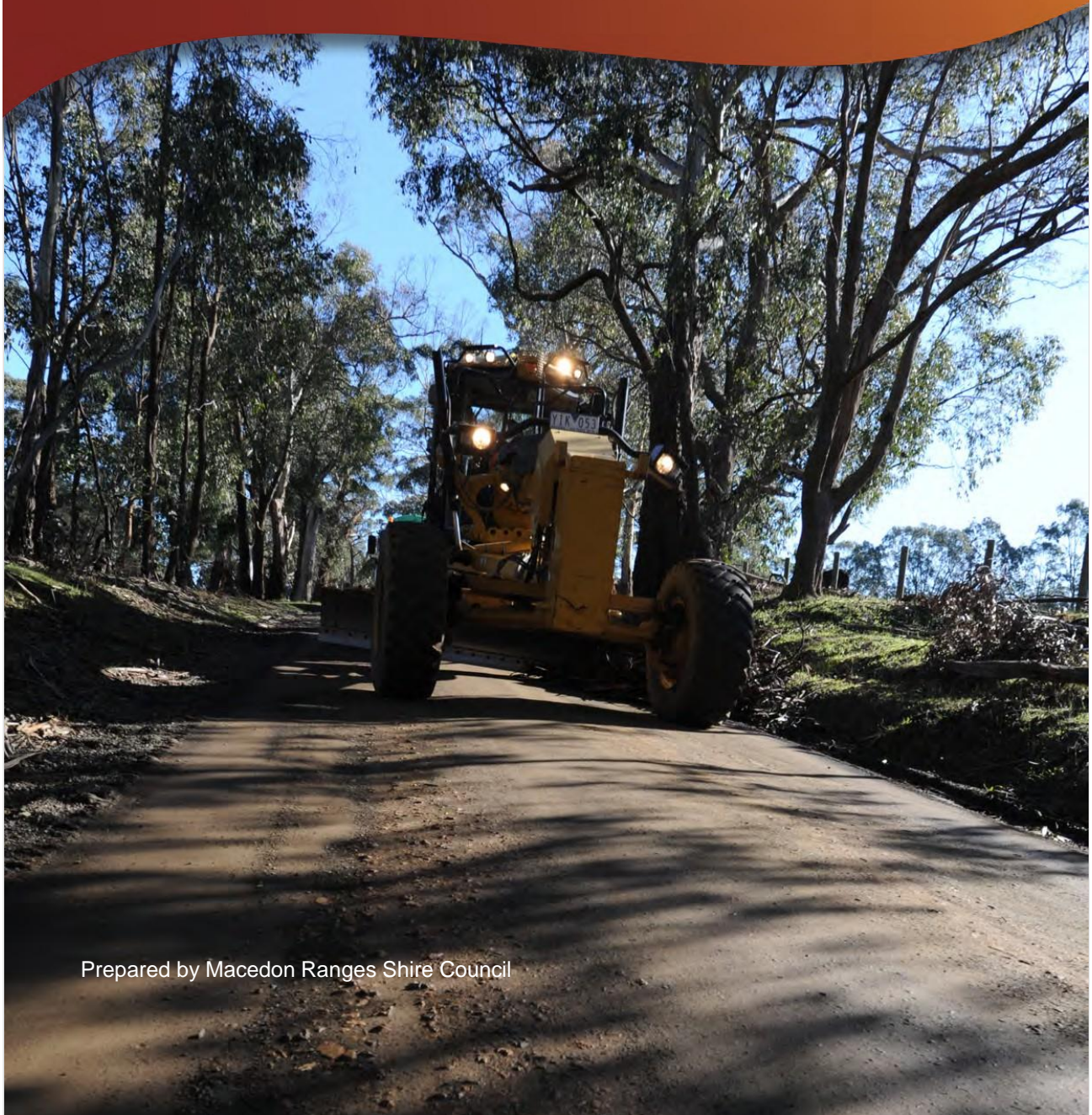
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Road Management Plan 2025-2029



Prepared by Macedon Ranges Shire Council

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Definitions

Arterial Road – Main roads usually managed by VicRoads as defined under section 14 of the Road Management Act (RMA).

Council – Refers to Macedon Ranges Shire Council.

Code of Practice - Guidelines issued under the Road Management Act to assist road authorities in managing road assets. These codes outline best practices for road safety, maintenance, and compliance.

Consent Applications - Requests submitted by third parties (eg utility companies or developers) seeking permission from the road authority to conduct works or activities within the road reserve.

Condition Inspection - A systematic assessment conducted to evaluate the physical state of road and related infrastructure. This helps in determining maintenance needs and prioritising repairs.

Defect Description - A detailed explanation or classification of an issue or irregularity in road infrastructure, such as cracks, potholes or surface damage, identified during inspections.

Intervention Levels - Predefined thresholds or criteria that trigger maintenance or repair actions for road defects. These levels are set in the Road Management Plan to maintain safety and usability.

Infrastructure and Works Managers - Individuals or teams responsible for overseeing the planning, execution and maintenance of infrastructure and works within the road reserve.

Road Infrastructure - The infrastructure which forms part of a roadway, pathway or shoulder.

Municipal Roads - Roads that are managed by the local municipal council under the Road Management Act. These include roads primarily for local traffic use and exclude freeways and arterial roads managed by state authorities

Non-Road Infrastructure - Means infrastructure in, on, under or over a road which is not road infrastructure, examples include gas pipes, water and sewerage pipes, cables, electricity poles and cables, rail infrastructure (including boom gates, level crossings and tram safety zones), bus shelters, public telephones, mail boxes, roadside furniture and fences erected by utilities or providers of public transport.

Public Road – Road declared a public road by Council under Section 17 of the Road Management Act 2004 and listed on Council's Public Road Register.

Public Road Register - A document maintained by Council listing all roads for which the road authority is responsible, including their classification and maintenance responsibilities.

Pathways - Facilities within the road reserve for non-vehicular traffic, such as footpaths and shared pedestrian/cyclist paths.

Proactive Inspections - Regularly scheduled inspections aimed at identifying and addressing potential issues before they develop into significant problems.

Responsible Road Authority - The organisation or Council legally designated to manage and maintain specific roads, as defined under the Road Management Act.

Road Management Plan - A document outlining the framework, policies and standards for maintaining and managing road infrastructure, including intervention levels and inspection protocols.

Road Reserve - The entire width of land dedicated for road purposes, including the roadway, pathways, nature strips, and any roadside infrastructure.

Reactive Inspections - Inspections carried out in response to reported incidents, complaints or observed defects.

Shared Path - Path that is designated for use by pedestrians and cyclists.

The RMA - *Road Management Act, 2004*.

1 Introduction

The **Road Management Plan (RMP)** outlines Macedon Ranges Shire Council's framework for managing its road assets in accordance with the Road Management Act 2004 (RMA). The RMP establishes the Council's roles and responsibilities as a road authority, setting service levels for road infrastructure and road-related infrastructure to ensure a safe and efficient road network for the community.

This plan complies with legislative requirements, including:

- **Local Government Act 2020**
- **Road Management (General) Regulations 2016**
- **Road Management (Works and Infrastructure) Regulations 2015**
- **Road Management Act 2004**
- **Road Safety Act 1986**
- **Wrongs Act 1958**
- **Disability Act 2006.**

By providing clear standards for road maintenance, construction, inspection, and repair, the RMP balances public safety, operational efficiency, and resource allocation. It serves as a guide for Council and the community to understand road management practices and obligations, ensuring transparency and accountability in maintaining the municipal road network.

1.1 Road Management Act 2004

The Road Management Act 2004 (RMA, as amended) was enacted on May 11, 2004, to establish an efficient and safe road network in Victoria, informed by extensive stakeholders and community consultation. The RMA is grounded in four key principles:

- Clear allocation of road asset ownership and management responsibilities;
- Defined processes and accountabilities for policy decisions and performance standards;
- Operational powers to meet targets and performance standards;
- Clarified civil liability laws for road management.

1.2 Functions of a Road Authority

Section 34 of Victoria's Road Management Act 2004 (RMA) defines the core responsibilities of a Road Authority in maintaining public roadways. These responsibilities include:

- **Road Maintenance:** Regular inspections, repairs, and renewals of road surfaces, shoulders and roadside assets;
- **Risk Minimisation for Road Users:** Ensuring roadways are as hazard-free as possible, with established standards for road safety and respond promptly to incidents and hazards;
- **Development of Management and Maintenance Plans:** Creating and implementing strategies, schedules, and repair protocols based on road classification and usage. This includes a Road Management Plan outlining service level, intervention criteria and maintenance response times;

- **Record Keeping and Accountability:** Documenting inspection and maintenance actions as evidence of adherence to RMP standards, which also serves as support in liability cases.

These duties enable councils to meet their duty of care, balancing compliance with effective service delivery for public roads.

1.3 How the Road Management Act Affects the community*

The Road Management Act 2004 (RMA) impacts on the Victorian community in several key ways:

- **Public Access Rights:** It secures the public's right to travel on roads and guarantees access for property owners adjacent to roadways;
- **Efficient and Safe Road Network:** Establishes a system that prioritises safety and efficiency across Victoria;
- **Community-Centered Road Development:** Aims to develop roads that align with community needs and priorities;
- **Clear Responsibility Allocation:** Distinguishes responsibilities between road authorities for various parts of the road reserve;
- **Defined Traffic and Access Management:** Specifies authority and obligations for traffic control, road access, road work by utilities, and maintenance of public transport infrastructure within road reserves;
- **Municipal Parking Responsibility:** Ensures municipalities continue managing parking on arterial roads;
- **Clearways on Arterial Roads:** Authorises VicRoads to implement clearways, with mandatory consultation involving Councils, property owners, traders and the community;
- **Liability Limit for Property Damage:** Sets a threshold for property damage claims, exempting road authorities from liability for damages below this indexed threshold;
- **Traffic Safety During Road Works:** Aims to reduce traffic disruptions and uphold safety when service providers conduct road work.

This legislation ensures that the road system operates safely, equitably, and efficiently for all road users and stakeholders in Victoria.

**VicRoads Fact Sheet "The Road Management Act at a glance for the community".*

1.4 Obligations of Road Users

The obligations of road users, as outlined in Section 17A of the *Road Safety Act 1986* (as amended by the *Road Management Act 2004*), are summarised below.

1.4.1 Drivers

A person driving a motor vehicle on a highway must ensure safe driving by considering all relevant factors, including but not limited to:

- **Physical characteristics of the road:** Such as curves, gradients, and road surface conditions.
- **Prevailing weather conditions:** Like rain, fog, or high winds that might impact visibility or traction.
- **Level of visibility:** Including factors such as time of day, lighting, or obstructions.
- **Condition of the motor vehicle:** Ensuring the vehicle is roadworthy, including brakes, tires, and lights.
- **Prevailing traffic conditions:** Such as congestion, presence of pedestrians, or other vehicles.
- **Relevant road laws and advisory signs:** Compliance with speed limits, traffic signals, and warning signs.
- **Physical and mental condition of the driver:** Ensuring the driver is alert, not fatigued, impaired, or under the influence of substances.

These considerations are critical for ensuring the safety of all road users and maintaining the functionality of the road network.

1.4.2 Other Road Users

Road users who are not driving a motor vehicle must also use highways safely, considering all relevant factors. They must respect the rights of other road users and the community by taking reasonable care to avoid actions that may:

- **Endanger safety and welfare:** Preventing harm to themselves and others on the road.
- **Damage road infrastructure:** Ensuring their actions do not compromise the condition of roads, signs, or other structures.
- **Harm the environment:** Avoiding activities that could negatively impact the natural or built environment within the road reserve.

These obligations are essential to maintaining a safe, functional, and sustainable road network for all users.

1.5 Objectives of the Road Management Plan

The objectives of the Road Management Plan (RMP) are to:

- **Outline the Management System:** Provide an overview of the processes and systems used by Council to fulfill its road management functions, as required under the Road Management Act (RMA), aligning with operational objectives and available resources.
- **Set Performance Standards:** Define the standards that guide the Council's discharge of its duties in performing road management functions.

- **Ensure Safety and Efficiency:** Aim to maintain a safe and efficient municipal public road network, prioritising travel and transport needs.

This document aims to:

- Help Council and the community appreciate the value of road assets.
- Provide transparency about activities undertaken to manage risk across the municipal road network.
- Offer a clear, concise, and easy-to-understand overview of Council's road management system and responsibilities under the RMA.

1.6 Road Management Plan Scope

This Plan outlines the roads and associated infrastructure for which the Macedon Ranges Shire Council (MRSC) is responsible, focusing specifically on those listed in the Register of Public Roads. It includes road infrastructure and road-related infrastructure as defined under the Road Management Act (RMA). The covered assets are:

- Road pavement and surface
- On-street car parking
- Off-street Council-owned car parks
- Traffic control devices
- Paths/shared paths (within road reserves or associated with sealed car parking infrastructure within parks and open space)
- Bridges (limited to road pavement, surface, and footpath components; other components are managed through the Bridge Asset Management Plan)
- Culverts, table drains, and drainage pits related to road infrastructure.

Exclusions:

- Infrastructure not included in this plan consists of:
- Underground drainage pipes and drainage pits not related to road infrastructure;
- Roadsides (covered under the Roadside Conservation Management Plan 2021)
- Sub and superstructures of bridges
- Vehicle crossings (accessing private properties)
- Non-road infrastructure.

Additionally, the plan considers utilities in the road reserve only to the extent that they affect road assets.

1.7 Key Stakeholders of the RMP

The **Road Management Plan (RMP)** has been developed to address the needs and expectations of a wide range of stakeholders who interact with or are affected by the municipal road network. Key stakeholders include:

- **State and Federal Governments:** For regulatory compliance and funding support
- **Councillors:** Representing the interests of the community

- **Ratepayers:** As contributors to the funding of road infrastructure
- **Residents:** Primary users of the local road network
- **Road Users:** Including drivers, cyclists and pedestrians
- **Visitors:** Relying on safe and accessible roads during their stay
- **Utilities:** Managing infrastructure within the road reserve
- **Developers:** Contributing to or impacting road infrastructure through development projects
- **Employees:** Responsible for planning, managing and maintaining road assets
- **Special Interest Groups:** Advocating for specific road or community needs
- **Contractors/Suppliers:** Engaged in delivering maintenance and construction services.

By considering the interests of these diverse stakeholders, the RMP ensures the management of road assets aligns with community priorities, operational requirements and statutory obligations.

2 Strategic Framework

The Council Plan serves as the strategic blueprint for the future of the Macedon Ranges Shire. It highlights Council's key priorities and initiatives for the next four years, coinciding with the current Council's term. This plan supports the realisation of the Community Vision, ensuring alignment through carefully planned objectives and strategies to guide decision-making and deliver meaningful outcomes for the community.

The Council Plan is a key component of the Integrated Strategic Planning Framework, which is required by legislation. This plan ensures the alignment of Council's actions with its strategic priorities, fostering accountability and transparency while supporting the long-term goals of the Macedon Ranges Shire community.

The following diagram illustrates the Council's Integrated Strategic Planning Framework, highlighting the alignment between the Community Vision, Council Plan, and supporting strategies, plans, and policies. It demonstrates how Council's planning processes are interconnected to deliver services and achieve outcomes that reflect the community's aspirations and priorities.

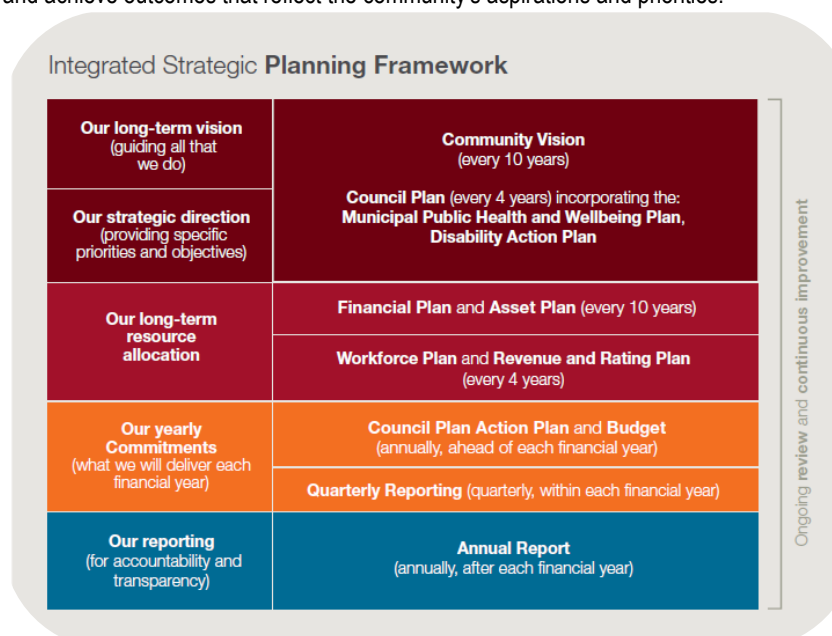


Figure 1: Integrated Strategic Planning Framework

All other Council documents, including this **Road Management Plan**, are designed to support the effective delivery of the objectives and strategies outlined in the **Council Plan**. Together, they ensure alignment across policies, plans, and operational activities, enabling a cohesive approach to achieving the community's vision and priorities.

2.1 Asset Plan

The 10-Year Asset Plan provides a comprehensive roadmap for the sustainable management of Council's assets over the next decade. It identifies long-term strategies for maintenance, renewal, and enhancement to ensure assets continue to support service delivery and meet community needs. The plan aligns with Council's strategic goals, prioritising financial sustainability, risk mitigation, and service level optimisation. By forecasting future asset

requirements and associated costs, the 10-Year Asset Plan supports informed decision-making and strengthens Council's commitment to responsible asset stewardship.

2.2 Asset Management Framework

Our Asset Management Framework shows the connection between our strategic objectives and asset planning. It aims to ensure that we follow a systematic approach to the way we practice asset management.

Asset management planning commences with defining our stakeholder and legal requirements and needs. These inform our key directions which helps us to develop our asset management policies, strategies, and plans.

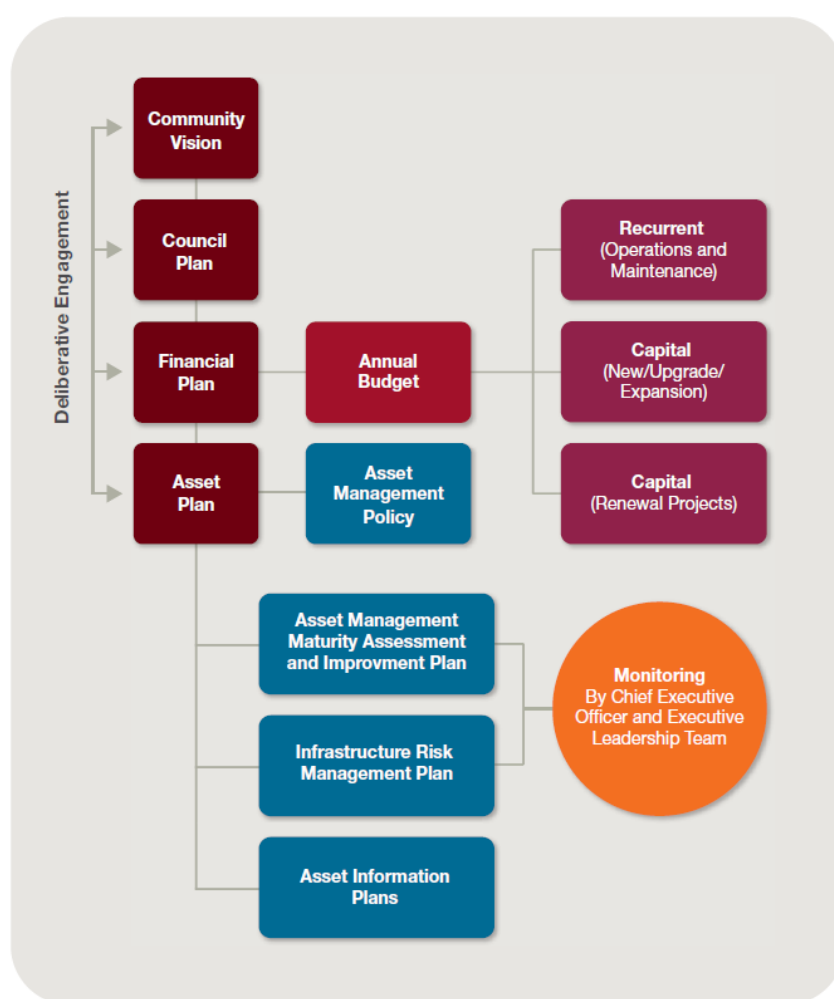


Figure 2: Asset Management Framework

The key elements of our Asset Management Framework area:

Asset Management Policy

Summarises our vision and asset management objectives. It also sets out the guidelines and rules on how Council goes about reaching its asset management objectives and vision.

Asset Management Improvement Plan

Provides the framework for the ongoing enhancement of our asset management practices and outlines how we will meet our asset management objectives

Asset Management Plans

Our Asset Management Plans provide details on how we intend to manage each of our asset classes including roads to meet the demands of our community in the future - Achieving value from our assets by optimising cost, risk, and performance across the lifecycle of an asset.

3 Relevant Assets - RMP

3.1 Register of Public Roads

The Road Management Act 2004 (RMA) mandates that responsible road authorities maintain a Register of Public Roads, which Council complies with Section 19 of the RMA.

Key points regarding Council's Register of Public Roads:

1. Access and Inspection:

- The register is updated regularly and can be viewed at Council's Customer Service Centres with 24 hours' prior notice.
- It is also accessible on Council's website: [Public-Road-Register](#).

2. Definition of Public Roads:

- Public roads include freeways, arterial roads, and other roads deemed "reasonably required for general public use," as defined in Section 17 of the RMA.
- Council determines the public use requirement using the Public Road Procedure, also available on the Council's website: [Public Roads Procedure](#)

3. Requests for Inclusion:

- Council reviews requests to add roads to the register or maintain public roads through the Public Road Procedure.
- Council evaluates these requests based on the appropriateness and need.

4. Content of the Register:

- Each road is recorded with:
 - Road Name
 - Location/Segment Details
 - Road Register Classification
- The register also categorises roads by a functional hierarchy, guiding operational and maintenance management activities.

5. Limitations Under the RMA:

- Section 40 (2) specifies that the RMA does not obligate road authorities to upgrade roads or maintain them beyond their constructed standard.

This system ensures clarity in road ownership, public accessibility and the maintenance responsibilities of Council.

3.2 Transport Network

Council manages a comprehensive road network, detailed in its corporate asset register and Public Road Register.

Total Road Network

- Total Recorded Roads and Tracks: 1782 km
 - Public Roads: 1,607 km

- Sealed Roads: 871 km
- Unsealed Roads: 736 km
- Other Roads Maintained by the Council: 117 km
 - Shared Boundary Roads on Neighboring Shire Public Road Register: 20 km
 - Roads within Reserves and Facilities: 30km
 - Fire access tracks – Seasonally maintained: 67km
- Unsealed Roads - Not Maintained: 34km
- Fire Access Tracks - Unmaintained or private property: 24km

Maintenance Responsibilities

- Council-Maintained Roads: 1724km
 - Public roads receive regular inspection and maintenance.
 - Roads within reserves and fire access tracks have less stringent maintenance.

Non-Council-Maintained Roads: 44 km

- Fire access tracks maintained by others: 24 km
- Public roads maintained by neighboring shires: 20 km

This breakdown highlights Council's responsibility for the bulk of the local road network, ensuring essential infrastructure is maintained to serve the community effectively. The delineation of responsibilities allows efficient allocation of resources for maintenance and inspections.

Council's local transport network also encompasses a diverse range of assets beyond roads, highlighting the scope of infrastructure managed by Council. These are:

- **Footpaths:** 261 km
- **Kerb and Channel:** 366 km
- **Bridges and Major Culverts:** 160 structures
- **Footbridges:** 70

These assets collectively enhance accessibility, connectivity and safety for the community. The variety of infrastructure underscores Council's role in maintaining not just vehicular routes but also pedestrian and drainage infrastructure, ensuring a well-rounded transport network.

This integrated approach to asset management aligns with long-term sustainability and service provision goals, as outlined in documents such as our Asset Management Plans.

Public Road Register	Road Type	Length (km)
Yes	Sealed Roads	871
Yes	Unsealed Roads	736
Sub-Total		1607
No	Shared Shire Boundary Roads on Neighboring Shire Public Road Register	20
No	Roads within Reserves and Facilities	30
No	Unsealed Roads - Not Maintained	34
No – unless under certain circumstances	Fire Access Tracks - Seasonally Maintained	67
No – unless under certain circumstances	Fire Access Tracks - Unmaintained or Private Property	24
Sub-Total		175
Total		1782

Table 1: Road Asset Information - Macedon Ranges Shire Council (MRSC)

3.2.1 Road Hierarchy

The Road Management Act (RMA) provides a framework for categorising roads, which helps assign responsibilities and manage them effectively. These classifications include:

Freeways:

- Responsibility: VicRoads (State Government).
- Role: Major high-speed corridors, supporting long-distance and high-volume traffic.

Arterial Roads:

- Responsibility: VicRoads.
- Role: Primary routes for regional and interurban traffic flow.

Local Roads:

- Responsibility: Macedon Ranges Shire Council (MRSC).
- Role: Provide access within local areas and connect to arterial roads.
- Includes sealed and unsealed roads.

The local road network is further classified into functional hierarchy, which guide:

- **Inspection Frequencies:** To monitor condition and safety.
- **Maintenance Regimes:** Tailored to the hierarchy level and road type.
- **Construction Standards:** Applied for upgrades or new projects.

This hierarchy ensures that resources are allocated efficiently, and maintenance efforts are prioritised based on the road's purpose and usage.

The following table presents the Road Hierarchy.

Category	Type	General Description	Typical ADT
1	Sealed Link	Sealed roads carrying high traffic volumes.	>2000
2	Sealed Collector	Sealed roads carrying low traffic volumes generally of a local nature. Provides access to properties on that particular road and adjoining roads.	1000-2000
3	Sealed Access	Sealed roads providing access to properties on that particular road.	500-1000
4	Unsealed Collector	Unsealed roads carrying low traffic volumes generally of a local nature. Provides access to properties on that particular road and adjoining roads.	200-500
5	Unsealed Access	Unsealed roads provide access to properties on that particular road. Generally dead-end roads.	50-200
6	Unsealed Local	Roads deemed to be of reasonable public benefit that do not meet Category 5 standards	<50
RESERVE	Sealed and Un-sealed	Roads within Council managed reserves and facilities	NA
(FAT)	Fire Access Tracks	These perform a very minimal function. They typically act as fire access, or as a secondary or seasonal access road to large rural / farming properties. Key features typically include: <ul style="list-style-type: none"> Provides secondary access to properties Unsealed roads, often unformed or with minimal material. Due to the limited function and use of these roads, they are not subject to a proactive inspection regime or the same hazard intervention levels as other roads. 	NA
Agreement	Boundary Roads and other third-party agreements	See Agreement for details	Variable
Nil	Not Classified	Classification not required	Variable

Table 2: Road Hierarchy - Macedon Ranges Shire Council

Note: ADT = Average Daily Traffic Count. Traffic count is not the sole determining factor of which category a road belongs to.

3.3 Pathway Register (Footpaths and Cycle ways)

The Pathway Register managed by Macedon Ranges Shire Council (MRSC) is an essential tool for the management of the pathway network. Below is a breakdown of its key elements and purpose:

Pathway Register

- Contents:
 - A comprehensive inventory of all footpaths and cycleways within the Council's jurisdiction.
 - Identification of the functional pathway hierarchy for each section of the network.
- Responsibility:
 - Defines which pathways the Council is accountable for maintaining.

Role of the Pathway Register

- Supports inspection regimes by providing clear definitions of the network and its hierarchy.
- Helps prioritise maintenance and upgrades, ensuring pathways are safe and functional.
- Aligns with the Road Management Plan (RMP) to establish maintenance standards and service levels for the pathway network.

3.3.1 Pathway Network Hierarchy

Similar to the road hierarchy, pathways, including adjacent kerb and channel, are categorised to reflect their function and usage levels, guiding:

- Maintenance Standards: Tailored to the needs of each pathway category.
- Inspection Frequencies: Based on the importance and usage of the pathway.

The integration of the Pathway Register with the corporate asset register ensures Council has a structured and transparent approach to pathway management, aligned with community needs and safety requirements.

The Pathway Hierarchy provides a structured classification of the pathway network, distinct from the roadway hierarchy. It is designed around pedestrian usage, location, and service expectations. Key Factors in Pathway Hierarchy Classification:

- Pedestrian Movements (Volumes):
 - Pathways near high-traffic areas such as shopping centres, community facilities, or railway stations are classified differently from those in quieter residential areas.
- Location:
 - Urban, suburban, or rural contexts influence pathway classification.
 - Proximity to key services and infrastructure plays a role.
- Pedestrian Service Level:
 - Determines the expected quality and accessibility of the pathway.
 - Includes considerations for safety, surface condition, and usability for diverse groups (eg people with disabilities, cyclists).

Table 3: Pathway Hierarchy - Macedon Ranges Shire Council (MRSC)

Category	Area	Type	Pedestrian Service Level
1	High use areas	The category of 'highest use' that includes all footpaths in CBD(s) defined by the main commercial street/s in each town and select tourist/shopping precincts. inclusive of kerb and channel. Median kerb and channel inspected annually.	High
2	Moderate use areas	This category is defined as feeder streets to main commercial streets to approx. one block back inclusive but not limited to including pedestrian traffic areas within Council managed <i>major</i> sports ground precincts and facilities, inclusive of kerb and channel. *	Moderate
3	Low (and other) use areas	All other footpaths, including low pedestrian traffic areas within Council managed facilities and reserves, including formed off road walking and / or cycling trails not constructed to any standard (off-road mixed-use trails). Kerb and channel (including median kerb) that are subject to the median kerbs, are inspected annually. *	Low

* In areas where there is no footpath, kerb and channel inspection is annual.

Note: Shared Paths are included in Council's corporate asset register as footpaths. Shared paths within reserves and facilities are not subject to the Road Management Plan.

By tailoring the pathway hierarchy to pedestrian behavior and needs, Council can efficiently allocate resources and maintain the network to meet community expectations while ensuring safety and usability.

4 Roles, Responsibilities, and Obligations

4.1 Utility Infrastructure and Service Providers

4.1.1 Schedule 7 - RMA

The Road Management Act (RMA) imposes specific obligations on utility infrastructure and service providers to ensure coordinated and efficient use of road reserves. The key provisions in Schedule 7 of the RMA are:

Access to Road Reserves:

- Utility providers are permitted to install, maintain and repair their existing infrastructure within road reserves.
- This includes services such as electricity, water, gas, telecommunications and drainage.

Obligations for Utility Providers:

- Must obtain necessary "Dial Before You Dig" checks before conducting work in road reserves.
- Responsible for reinstating the road or pathway to the standards set by the road authority after completing the work.

Disruption:

- Utility works must be planned and executed to minimise disruption to traffic, road users and the community.

4.1.2 RMA Code of Practice: Management of Infrastructure in Road Reserves

This Code of Practice provides practical guidance for utility providers and road authorities, including:

Coordination of Works:

- Ensures alignment between utility works and road maintenance activities to reduce redundancy and disruption.

Standards for Work:

- Sets out requirements for safety and restoration of road infrastructure.

Communication:

- Utility providers must notify the road authority and other stakeholders of their planned activities within road reserves.

Shared Responsibility:

- Emphasises collaboration between utility providers and road authorities to protect public assets while ensuring service delivery.

4.1.3 Impact on Road Authorities

Road authorities oversee compliance with Schedule 7 and the Code of Practice, ensuring utility works meet legal and safety standards. They also maintain a balance between infrastructure needs and preserving the road network's functionality.

By formalising these obligations, the RMA fosters a well-managed road reserve system that accommodates essential utility infrastructure while safeguarding road assets and minimising community impact.

4.2 Demarcation and Transfer of Responsibility

Council has defined limits of responsibility for roads and assets within its jurisdiction, with specific exclusions outlined to ensure clarity of obligations.

4.2.1 Roads Not Maintained by Council

Arterial Roads and Freeways:

- Managed by VicRoads (State Government).

Unregistered Roads:

- Roads not listed on the Council's Register of Public Roads.

Parks Victoria Roads:

- Managed by the Department of Energy, Environment and Climate Action (DEECA) unless explicitly agreed with Council.

Boundary Roads:

- Roads on Shire boundaries managed by neighboring Councils under mutual agreements.

Private Roads and Tracks:

- Located on private property, these are not part of Council's responsibilities.

The RMA Code of Practice: Operational Responsibility for Public Roads (S 267 – 17 December 2004) provides additional guidance on managing intersections between local roads under Council control and arterial roads or freeways under VicRoads control, clarifying demarcation boundaries.

4.2.2 Assets Not Maintained by Council in the Road Reserve

Utility Services:

- Water, sewerage, gas, telecommunication and power infrastructure (cables, mains, pits, and poles) are maintained by the respective utility providers.

Private Vehicle Crossings:

- Driveway access points and piped crossovers from private property to public roads are the responsibility of property owners. Refer to 4.5.3.

4.2.3 Implications of These Exclusions

- **Clear Delineation:** Reduces confusion and potential disputes by identifying responsibilities for roads and assets.
- **Efficiency:** Allows Council to focus resources on infrastructure that directly falls under its jurisdiction.
- **Collaboration:** Encourages cooperation with other authorities (eg VicRoads, DEECA, utility providers) for shared infrastructure management.

By adhering to these guidelines, Council ensures transparent and effective management of its road network and associated infrastructure.

4.3 Boundary Roads

Council shares municipal borders with six other municipalities, with formal agreements in place for

managing boundary roads where applicable. These neighboring municipalities are:

- Mt Alexander Shire
- Mitchell Shire
- Hume City
- Melton Shire
- Moorabool Shire
- Hepburn Shire

4.3.1 Boundary Road Agreements

Formal Agreements in Place:

- Hume City Council
- Mitchell Shire
- Mt Alexander Shire
- Hepburn Shire

These agreements clarify maintenance responsibilities and funding contributions for shared boundary roads.

No Boundary Roads:

- Moorabool Shire
- Melton Shire

There are no shared boundary roads with these municipalities, therefore no agreements are necessary.

4.4 Other Agreements

The agreement with the **Bolobek Lakes Body Corporate** serves to clarify the division of responsibilities between Council and the Body Corporate regarding the management and maintenance of assets within the Bolobek Lakes estate.

4.5 Access to Private Property

The Road Management Act (RMA) and Council policies set clear responsibilities for private vehicle crossings, emphasising landowner accountability and Council oversight.

4.5.1 Responsibilities for Private Vehicle Crossings

Landowner Responsibilities:

- Ownership and Maintenance:

Landowners are responsible for the upkeep of vehicle crossings, including drainage pipes underneath (where existing). See Figure 3 below.

- Safety:

Landowners must ensure the crossing is maintained in safe condition, avoiding hazards to pedestrians or vehicles.

- Compliance with Standards:

Any construction or modification must meet Council's standards for design and safety.

Construction and Modification Requirements:

- Permit Requirement:

Landowners must obtain a permit from Council before commencing any construction or modifications.

- Cost Responsibility:

Modifications impacting Council assets (e.g., footpaths, kerb and channel) are completed at the landowner's expense.

4.5.2 Council's Role**Inspection and Approval:**

- A Council representative will inspect the works to ensure compliance with construction standards and the Asset Protection Policy.

Asset Protection Policy Enforcement:

- Protects Council-owned infrastructure by regulating landowner works that interact with public assets.

Guidance and Oversight:

- Ensures crossings are constructed or modified without compromising public safety or the integrity of Council assets.

4.5.3 Key Points for Landowners

- Vehicle crossings are mandatory for property access, and failure to maintain them could create liabilities.
- Permits and adherence to Council standards are essential to ensure proper construction and modifications.
- Compliance with Council policies ensures crossings are functional and safe while minimising conflicts with public assets.

This framework promotes safe and functional access to properties while protecting public infrastructure and maintaining clear accountability.

The diagrams below provide a visual representation of the responsibilities for maintaining vehicle crossing infrastructure associated with private property access. They clearly outline the respective responsibilities of property owners and Council to ensure clarity in asset management and maintenance obligations.

Figure 3



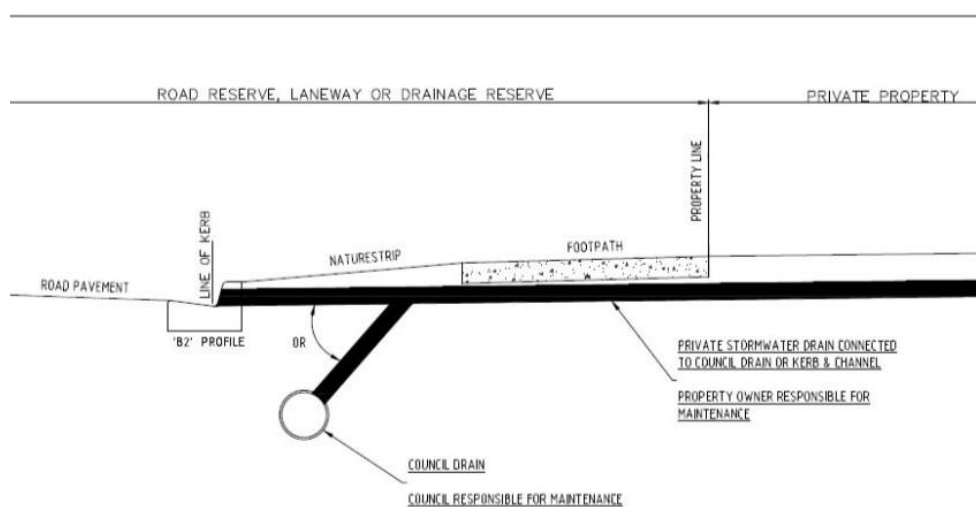


DIAGRAM – OPERATIONAL RESPONSIBILITY FOR VEHICLE CROSSINGS



TYPICAL VEHICLE CROSSING DIAGRAM

5 Service Levels for Road Infrastructure and Road Related Infrastructure

The **Levels of Service** framework for Council outlines the standards and expectations for managing road-related infrastructure. These service levels serve as benchmarks for performance and resource allocation.

5.1 Definition of Levels of Service

A Level of Service (LoS) is the defined quality of a service or activity (eg road pavements, footpaths) that guides how performance is measured. The LoS framework addresses:

- **Quality:** The standard of condition and usability.
- **Quantity:** The extent or coverage of the service.
- **Reliability:** Consistency and dependability of the service.
- **Responsiveness:** The timeliness of addressing issues or complaints.
- **Environmental Issues:** Sustainability and environmental impact.
- **Cost:** Resource and financial considerations.

5.2 Asset of Service Levels

Five elements are taken into account when determining appropriate levels of service for the road network. These are:

- Community expectations;
- Technical standards;
- Organisational capacity;
- Performance measures and targets;
- Safety of road and footpath users.

5.3 Application for LoS in RMP

The Road Management Plan (RMP) includes schedules defining specific service levels for road-related infrastructure, such as:

- Inspection intervals for roads and associated infrastructure.
- Maintenance response times are based on defect severity.
- Standards for new construction and upgrades.

5.4 Purpose and Benefits of LoS

Alignment with Community Needs: Balances public expectations with operational realities.

Resource Efficiency: Directs resources toward prioritised areas to achieve sustainable outcomes.

Performance Measurement: Provides benchmarks to evaluate the effectiveness and quality of services.

Safety Assurance: Ensures safe passage across the road network, reducing risks for all users.

By clearly defining both community and technical service levels, Council ensures a transparent and accountable approach to infrastructure management, catering to both user satisfaction and operational sustainability.

5.5 Customer Expectations

Council conducts customer research to better understand transport needs and satisfaction levels, using a variety of methods to gather feedback and insights. This research helps to inform Council's approach to infrastructure management and service delivery.

5.5.1 Customer Research Methods

Direct Engagement:

- Includes received letters, phone calls and other one-on-one interactions.
- Allows for personal feedback on specific issues or services.

State-Facilitated Annual Community Satisfaction Survey:

- Measures overall satisfaction with Council services, including transport infrastructure.
- Provides a broad snapshot of community sentiment.
- Does not delve into desired service levels or underlying reasons for satisfaction or dissatisfaction.

Corporate Customer Request System Analysis:

- Tracks the type and nature of customer requests related to transport and road infrastructure.
- Identifies common issues, recurring themes and areas requiring attention.

5.5.2 Incorporating Community Feedback

Annual Customer Survey:

Offers insight into general perceptions of service performance but is not specifically tied to levels of service.

Consultation Processes:

Feedback from community consultations (e.g., during reviews of the Road Management Plan or township network movement studies) provides targeted input on asset performance and community needs.

5.5.3 Impact of Customer Research on Asset Management

Understanding Asset Performance:

Feedback helps identify whether infrastructure meets community expectations and operational standards.

Informed Decision-Making:

Enables the Council to prioritise improvements and allocate resources more effectively.

Community-Centric Approach:

Ensures that service delivery aligns with resident needs and concerns.

By combining broad satisfaction surveys, detailed customer request analysis, and targeted consultations, Council builds a well-rounded understanding of transport needs and incorporates community input into its asset management practices.

5.6 Customer Requests System

Council employs a **Customer Request Management System (CRMS)** to manage and respond to community complaints, requests and enquiries regarding road and pathway infrastructure. The system ensures a structured, timely, and effective resolution process aligned with Council's Customer Service Charter.

5.6.1 Key Features of the CRMS Process

Categorisation of Requests:

Each request is categorised by problem type and location to ensure accurate recording and appropriate action.

Response and Rectification:

Requests are addressed in accordance with the response times detailed in the Customer Service Charter and inspection schedules of the Road Management Plan (RMP).

When a defect exceeds intervention levels:

- The officer arranges for a rectification or a temporary repair.
- Warning devices (eg signs, bollards) are used to alert road users and pedestrians to hazards until repairs are complete.

Handling Out-of-Scope Requests:

Requests outside Council's responsibility are referred to the relevant authority (eg VicRoads, utility providers).

- The requester is informed of the referral.
- Council may adopt an advocacy role, supporting the request to ensure it is addressed appropriately by the authority responsible.

Commitment to Timely Responses:

All requests are responded to within the allocated time frames, ensuring accountability and maintaining public trust.

5.7 Intervention Levels

Intervention Levels are a critical component of Council's asset management framework, as they guide decision-making on when maintenance works must be performed. These levels align with the defined service levels, ensuring efficient, transparent, and prioritised infrastructure management.

5.7.1 Key Functions of Intervention Levels

Trigger Points for Maintenance:

- Intervention levels define specific thresholds for defects (eg cracks, potholes, uneven surfaces) that necessitate action.
- Maintenance is mandated when defects reach or exceed these levels, ensuring infrastructure remains safe and functional.

Optional Treatment of Below-Level Defects:

Defects below intervention levels may still be addressed if resources permit, especially when:

- Cost Savings: Early treatment may avoid expensive future repairs.
- Service Levels: Untreated defects could lead to accessibility issues, significant inconvenience

or degraded service.

- Risk Mitigation: Addressing potential issues proactively reduces the likelihood of escalation.

Risk-Based Prioritisation:

- Intervention levels allow Council to organise maintenance on a risk priority basis, directing resources where they are most urgently needed.
- This ensures that high-risk or high-impact defects are resolved first.

5.7.2 Benefits of Defined Intervention Levels

Transparency and Consistency:

- Clear criteria provide logical and fair reasons for why certain defects are prioritised for maintenance while others are deferred.
- Enhances community understanding and trust in Council processes.

Resource Efficiency:

- Helps optimise the use of available resources by focusing efforts on critical issues.

Cost Management:

- Proactive intervention reduces the risk of costlier repairs in the future.

Service Quality Assurance:

- Supports the provision of reliable infrastructure by maintaining minimum service standards.

5.8 Performance Standards

Defined intervention levels form a cornerstone of the Road Management Plan (RMP), ensuring Council's road and pathway network is maintained to safe and functional standards. These intervention levels are documented in detail in Performance Standards of the RMP. This structured approach allows Council to balance community expectations, safety considerations and resource limitations while providing consistent service delivery.

5.8.1 Objectives of Performance Standards

Ensure Public Safety:

Achieved through:

- Regular Scheduled Inspections: Periodic checks to identify and address defects.
- Hazard Responsiveness: Timely action on reported hazards, including emergencies like motor vehicle accidents.
- Focuses on mitigating risks to pedestrians, cyclists and drivers.

Protect Road Infrastructure Assets:

Achieved by:

- Planned Maintenance and Repairs: Proactive measures to prevent further deterioration and ensure optimal use.

- Preservation of Asset Value: Extends the lifespan of infrastructure, supporting the delivery of road transport services at the lowest cost to the community.

Provide Statutory Protection:

- Ensures Council maintains appropriate protection against civil liability claims by demonstrating adherence to established performance standards within the limits of available resources.

The standards for inspection frequencies and maintenance priorities are based on:

- Risk Assessment: Focuses on the likelihood and impact of defects.
- Resource Availability: Ensures that performance standards align with what is feasible within Council's capacity.
- Road and Footpath Hierarchy: Inspection priorities depend on the type of road or pathway (eg higher priority for arterial roads or pathways with heavy pedestrian use).
- Road User Responsibility: Acknowledges that road users have a duty to exercise reasonable care for their own safety, complementing Council's efforts.

5.9 Inspection Schedules

The inspection schedules for Council's road network is designed to balance **proactive planning** and **reactive responsiveness**, ensuring safety, functionality and asset preservation. Inspections fall into three key categories, each serving a distinct purpose:

5.9.1 Reactive Inspections

Purpose:

Address issues raised through customer requests or complaints about defective or hazardous infrastructure.

Process:

- Conducted by suitably qualified officers.
- Focused on defects or hazards posing immediate risks to public safety.

Outcome:

- Prompt action to rectify hazards, typically exceeding intervention levels.
- May include temporary repairs or hazard mitigation until permanent solutions are implemented.

5.9.2 Proactive Maintenance Inspections

Purpose: Identify and address defects before they escalate, preserving asset functionality and lifespan.

Process:

- Routine maintenance inspections are conducted systematically across the road and footpath network.
- Guided by the functional hierarchies (Tables 2 and 3) and the corresponding performance standards.

Outcome:

- Scheduling of maintenance works for defects exceeding intervention levels.
- Help minimise long-term repair costs and ensure consistent service quality.

5.9.3 Condition Surveys

Purpose: Assess the overall state of road assets to inform long-term asset management and renewal planning.

Process:

- Cyclical surveys conducted by qualified officers.
- Provides data on infrastructure conditions across the network.

Outcome: Results are used to:

- Program cyclical maintenance activities.
- Prioritise asset renewal projects as part of our 0

Asset renewals are subject to Council's budget resources and competing priorities.

5.10 Routine Maintenance Schedules

Council's approach to routine maintenance ensures the infrastructure is managed efficiently and aligned with the established Performance Standards.

5.10.1 Routine Maintenance Framework

Guidance: Maintenance work is carried out according to:

- **Inspection Frequencies:** Ensuring timely identification of issues.
- **Intervention Levels:** Addressing defects that meet or exceed trigger thresholds.
- **Time:** Ensuring prompt action based on urgency and risk.

Resource Allocation:

- **In-House Resources:** The majority of routine maintenance activities are handled by Council's internal teams, ensuring consistent quality and adherence to standards.
- **External Resources:** Specific tasks, such as vegetation control and line marking, are delivered through a mix of internal capabilities and external contractors.

This approach provides flexibility, enabling access to specialized expertise and equipment as needed.

5.11 Schedules

This section of the Road Management Plan (RMP) establishes the performance standards that guide the management and maintenance of roads, pathways and ancillary infrastructure within Council's area. These standards ensure consistency, efficiency and safety in service delivery.

There are five (5) schedules. They are:

- Schedule 1: Sealed Roads and Parking Bays (excluding bridge sub and super structures)
- Schedule 2: Unsealed Roads (excluding bridge sub and super structures)
- Schedule 3: Urban Streets
- Schedule 4: Signs and Guardrails
- Schedule 5: Vegetation Management

The performance standards schedules for roads, pathways and ancillary areas are detailed in **Appendix A-E** of the Road Management Plan (RMP). These schedules provide specific, actionable guidelines to support the operational functions and objectives outlined in the plan.

These schedules serve to:

- Provide clarity and details on operational standards.
- Ensure consistency in decision-making and maintenance activities.
- Allow for easy references and application by Council staff and stakeholders.

These schedules are critical for translating the RMP's overarching objectives into practical, day-to-day management of Council's transport infrastructure.

The operational functions covered in the five schedules are:

Inspection Frequencies:

- Define how often roads, pathways, and ancillary assets are inspected.

Inspection schedules are determined by:

- The functional hierarchy of the asset.
- Risk factors, such as traffic volume or pedestrian use.

Defect Intervention Levels:

- Specify the thresholds (eg size, severity) at which defects must be addressed.

Help prioritise maintenance and repairs based on:

- Public safety.
- Preservation of asset integrity.
- Cost-efficiency.

5.12 Emergency Response Time

Works arising from emergency incidents will be actioned immediately as resources allow to ensure the safety of road users and the public.

Emergency works may include:

- Traffic incident management
- Tree over road
- Blocked pits
- Dead animals
- Responses to natural disasters such as fires, floods, and storms
- Spillages or other hazardous conditions
- Assistance required under the **Victorian State Emergency Response Plan** and the **Municipal Emergency Management Plan (MEMP)**.

This clarification ensures that all parties understand their roles and responsibilities in maintaining public safety and managing infrastructure during emergency situations.

6 Force Majeure - Exceptional Circumstances

Council's Road Management Plan (RMP) includes provisions for circumstances where compliance with the RMP may be impacted due to uncontrollable events, such as natural disasters (fires, floods), funding limitations, or staffing shortages. Under these conditions, Council relies on Section 83 of the *Victorian Wrongs Act 1958*, which allows the Chief Executive Officer (CEO) or a delegated officer to temporarily suspend adherence to the RMP's standards and response times. This decision is guided by the assessment of Council's financial resources, staffing availability, and other critical priorities.

When such a suspension is necessary, the CEO will notify the officer responsible for the RMP, detailing which aspects of the plan will be paused. Once the situation improves, the CEO will again communicate with the relevant officer to specify the reactivation timeline for any previously suspended sections of the RMP. This flexibility helps Council to responsibly allocate resources during emergencies while maintaining a commitment to safety and infrastructure management.

Council will inform the public when significant disruptions affect scheduled inspections or services, especially in instances when Road Management Plan (RMP) activities are paused due to force majeure.

7 Monitoring and Review

7.1 Timeframe for RMP Review

Under the Local Government Act 1989, Victorian councils were required to review their Council Plan within six months after each general election or by June 30 of the following year, whichever was later. This allowed councils to re-evaluate their goals, priorities and resources in alignment with the newly elected Council objectives.

The 2020 revision of the Local Government Act changed these requirements. According to Section 90(3) of the Local Government Act 2020, councils now must complete their Council Plan review by October 31 in the year following a general election. This change offers a streamlined approach, setting a clear deadline that allows councils to better plan, consult and prepare their Council Plans by providing additional time for thorough development and community engagement following an election.

The update emphasises the importance of councils establishing strategic direction promptly while aligning with evolving governance standards and community expectations.

7.2 Amendments to the RMP

When Council proposes amendments to the Road Management Plan that affect standards of construction, inspection, maintenance, or repair, it must notify the public by publishing a notice. This notice must explain the amendment's purpose, the affected areas, where to inspect the proposal, and allow the public at least 28 days to submit feedback. It is to be published in the Government Gazette and a widely circulated local newspaper and may be sent to individuals likely impacted by the change.

However, notice is not required if:

1. The Chief Executive Officer (CEO) certifies that the amendment raises existing standards, such as increasing inspection frequency or reducing repair time.
2. The CEO certifies that the amendment applies only to new or reclassified roads, or roads newly designated as public.
3. The amendment only involves administrative adjustments, like a road name change or change in road status.

Amendments to the RMP will take effect once adopted by Council.

Appendix A – Schedule 1 – Sealed Roads and Parking Bays

Schedule 1 details the inspection frequencies and intervention levels and response times for the maintenance of all sealed roads and parking bays (including road related infrastructure associated with bridges but excluding bridge sub and super structures).

Sealed Roads and Parking Bays

All sealed roads and parking bays for which Macedon Ranges Shire Council is responsible will be inspected in accordance with the specified frequency in the table below:

Road Category	Inspection Frequency
1	Every Month
2	Every 2 Months
3	Every 6 Months

If a road category/hierarchy described earlier in this document does not appear in the schedules, then inspection and maintenance of the asset will be performed on a reactive basis or in accordance with the appropriate written agreement.

Quality of Work/Service

All personnel engaged to undertake inspections, and work must be suitably trained and have the appropriate experience to perform the tasks specified.

Quality Standards

All work must be carried out in accordance with Council’s standards and procedures.

Schedule 1, Table 1.1 Intervention Criteria for Sealed Roads and Parking Bays

The following requirements are to apply.

ITEM	NO.	ACTIVITY	INTERVENTION LEVEL	* REACTIVE INSPECTION	DEFECT TREATMENT TIME (from the time of notification)		
					CATEGORY 1	CATEGORY 2	CATEGORY 3
Potholes	1.1	Repair potholes on the road surface.	Any pothole > 300mm diameter and > 100mm deep.	Within 5 business days of being notified.	10 business days	14 business days	20 business days
Edge Repairs	1.2	Repair edge break on sealed road surface	Any edge break >100mm into the road seal for a distance >1 meter and >100mm deep	Within 5 business days of being notified.	15 business days	15 business days	20 business days
Pavement Failure	1.3	Repair failure and deformation of the pavement.	Failure or deformation is > 100mm when measured under a 2.0m straight edge.	Within 5 business days of being notified.	15 business days	15 business days	20 business days
Pavement Sweeping	1.4	Removal of loose aggregate on sealed surfaces.	A buildup of loose material in excess of 50mm.	Within 5 business days of being notified.	15 business days	15 business days	20 business days
Edge Drop Offs	1.5	Reinstatement of edge drops that occur along the interface of a bituminous surface and the road shoulder / verge.	When drop-offs of > 100mm occur for continuous lengths of > 10m.	Within 5 business days of being notified.	15 business days	15 business days	20 business days
Shoulder Maintenance	1.6	Repair pothole in the road shoulder.	Any pothole > 300mm diameter and > 100mm depth	Within 5 business days of being notified.	15 business days	15 business days	20 business days
Shoulder Maintenance	1.7	Repair scours in the road shoulder	Any scour > 150mm width, > 150mm depth and > 1.2m length	Within 5 business days of being notified.	15 business days	15 business days	20 business days

ITEM	NO.	ACTIVITY	INTERVENTION LEVEL	* REACTIVE INSPECTION	DEFECT TREATMENT TIME <i>(from the time of notification)</i>		
					CATEGORY 1	CATEGORY 2	CATEGORY 3
Shoulder Maintenance	1.8	Repair corrugations in the road shoulder	Any corrugations > 150mm width and > 75mm depth.	Within 5 business days of being notified.	15 business days	20 business days	30 business day
Bleeding Roads	1.9	Spreading of grit over spray seals with excess bitumen bleeding. (Typically occurs during very high temperatures)	Vehicle types start to 'pick up' bitumen, resulting in the loss of seal integrity.	Within Business 3 business days of being notified.	10 business days	10 business days	14 business days
Open/Table Drains	1.10	Maintain drains which run generally parallel to the road or adjacent to the road and drain water from the road surface and adjoining slopes.	Where water is encroaching road at a depth > 50mm and >1m wide over 1.2m distance	Within 5 business days of being notified.	15 business days	20 business days	30 business day

* High risk situations/interventions are subject to risk assessment subject to the Road Management Plan and will be assessed on a case-by-case basis

Appendix B – Schedule 2 – Unsealed Roads

Schedule 2 details the inspection frequencies and intervention levels and response times for maintenance of all unsealed roads (including road related infrastructure associated with bridges but excluding bridge sub and super structures) for which Macedon Ranges Shire Council is responsible.

Unsealed Road Grading/Pothole Patching/Ripping

Unsealed roads that are subject to the Road Management Plan must be inspected in accordance with the specified frequency in the table below:

Road Category	Minimum Inspection Frequency
4	Every 4 Months
5	Annually
6	Annually

If a road category/hierarchy described earlier in this document does not appear in the schedules, then inspection and maintenance of the asset will be performed on a reactive basis or in accordance with the appropriate written agreement.

Quality of Work/Service

All personnel engaged to undertake inspections and work must be suitably trained and have the appropriate experience to perform the tasks specified.

Quality Standards

All work must be carried out in accordance with Council’s standards and procedures.

Schedule 2, Table 2.1 Intervention Criteria for Unsealed Roads

The following requirements are to apply:

ITEM	NO.	ACTIVITY	INTERVENTION LEVEL	* REACTIVE INSPECTION	DEFECT TREATMENT TIME <i>(from the time of notification)</i>		
					CATEGORY 4	CATEGORY 5	CATEGORY 6
Unsealed Road Maintenance	2.1	Grading of unsealed surface.	Potholes > 600mm diameter and 125mm deep.	Within 5 business days of being notified	28 business days	36 business days	42 business days
Unsealed Road Maintenance	2.2	Grading of unsealed surface.	Corrugations > 50mm deep and over 100m long.	Within 5 business days of being notified	28 business days	36 business days	42 business days
Unsealed Road Maintenance	2.3	Grading of unsealed surface.	Scours > 150mm depth and 150mm wide and over 50m long (longitude) and 150mm depth and 150mm wide over 2.0m (traverse)	Within 5 business days of being notified	28 business days	36 business days	42 business days
Unsealed Road Maintenance	2.4	Grading of unsealed surface.	Loose Material shall not exceed 100mm in depth in the carriageway over 50m or intersection >4m ²	Within 5 business days of being notified	28 business days	36 business days	42 business days
Open/Table Drains	2.5	Maintain drains which run generally parallel to the road or adjacent to the road and drain water from the road surface and adjoining slopes.	Where water is pooling or and encroaching carriageway at a depth >50mm and >1.0m wide over 1.2m distance	Within 5 business days of being notified	28 business days	36 business days	42 business days

* High risk situations/interventions are subject to risk assessment subject to the Road Management Plan and will be assessed on a case-by-case basis

Appendix C – Schedule 3 -Urban Streets

Schedule 3 details the inspection frequencies and intervention levels and response times for all:

- Drainage pits (including cleaning)
- Footpaths, shared paths and bicycle paths and
- Kerb and channel.

Drainage Pits

Drainage pits within road reserves that are subject to the Road Management Plan will be inspected in accordance with the specified frequency in the table below:

Road Category	Minimum Inspection Frequency
1,2,3,4,5, and 6	Annually

Footpaths, Shared Paths and Bicycle paths

Footpaths and bicycle paths that are subject to the Road Management Plan will be inspected in accordance with the specified frequency in the table below:

Pathway Category	Minimum Inspection Frequency
1 (High)	Every 2 Months
2 (Moderate)	Every 6 months
3 (low)	Annually

If a pathway category/hierarchy described earlier in this document does not appear in the schedules, then inspection and maintenance of the asset will be performed on a reactive basis or in accordance with the appropriate written agreement.

Kerb and Channel

Kerb and channel (including median kerb) that are subject to the Road Management Plan will be inspected in accordance with the specified frequency in the table below. Median kerbs are inspected annually.

Footpath Category	Minimum Inspection Frequency (per annum)
1	Every 2 Months
2	Every 6 months
3	Annually

Quality of Work/Service

All personnel engaged to undertake inspections, and work must be suitably trained and have the appropriate experience to perform the tasks specified.

Quality Standards

All work must be carried out in accordance with Council’s standards and procedures.

Schedule 3, Table 3.1 Intervention Criteria for Urban Streets

The following requirements are to apply.

ITEM	NO.	ACTIVITY	INTERVENTION LEVEL	* REACTIVE INSPECTION	DEFECT TREATMENT TIME <i>(from the time of notification)</i>
Drainage Pits	3.2	Repair and maintenance of pit lids and/or surrounds within road infrastructure	Missing pit lids, surrounds or grates in pedestrian areas or traffic lanes. Damaged Council drainage pit lids (such that they are potentially structurally unsound)	Within 5 business days of being notified	5 business days
Footpaths, Shared Paths and Bicycle Paths	3.3	Repair / rectify pedestrian area with displacement.	Displacement > 20mm	Within 5 business days of being notified	20 business days
Kerb and Channel	3.4	Repair and maintenance of kerb and channel.	1. Kerb and Channel (Concrete): broken or heaved 75mm vertically, 2. Kerb and Channel (Bluestone and Pavers): broken or heaved 100mm vertically, and to the extent of preventing the free flow of water.	Within 5 business days of being notified	90 business days

* High risk situations/interventions are subject to risk assessment subject to the Road Management Plan and will be assessed on a case-by-case basis



Appendix D – Schedule 4 – Signs, Linemarking, Guideposts and Guardrails

Schedule 4 details the inspection frequencies and intervention levels and response times for maintenance of all regulatory and traffic advisory signs, linemarking and guardrails on road reserves within and under the control of the Municipality, including:

- Directional signs
- Traffic signs
- Hazard and flood markers
- Speed, Regulatory and Warning signs
- Centre line and edge lines
- Statutory Control lines and School Crossings
- Guideposts
- Guardrails

Signs, Guardrails and Guideposts

Signs, linemarking, guardrails and guideposts that are subject to the Road Management Plan will be inspected in accordance with the specified frequency in the table below:

Signs and Guardrails

Road Category	Minimum Inspection Frequency
1,2,3,4,5 and 6	Annually

Linemarking

Road Category	Minimum Inspection Frequency
1,2,3	Annually

Guidepost Repair/Replacement

Guideposts that are subject to the Road Management Plan will be inspected in accordance with the specified frequency in the table below:

Road Category	Minimum Inspection Frequency
1	Annually
2	Annually
3	Annually
4	Every 2 years
5	Every 2 years
6	Every 2 years

Quality of Work/Service

All personnel engaged to undertake inspections, and work must be suitably trained and have the appropriate experience to perform the tasks specified.

Quality Standards

All work must be carried out in accordance with Council’s standards and procedures.

Schedule 4, Table 4.1 Intervention Criteria for Signs, Linemarking, Guideposts and Guardrails

The following requirements are to apply.

ITEM	NO.	ACTIVITY	INTERVENTION LEVEL	* REACTIVE INSPECTION	DEFECT TREATMENT TIME <i>(from the time of notification)</i>					
					CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4	CATEGORY 5	CATEGORY 6
Regulatory and Warning Signs	4.1	Replace or repair illegible or missing regulatory and warning signs.	Regulatory or warning signs are missing or illegible making them substantially ineffective.	Within 5 business days of being notified	30 business days	30 business days	30 business days	30 business days	30 business days	30 business days
Line marking of roads and pavements.	4.2	Line marking of all lines and pavement markings on sealed surfaces.	Missing or illegible line marking.	Within 5 business days of being notified	30 business days	30 business days	30 business days	N/A	N/A	N/A
Guardrail	4.3	Realign, repair or replace guardrail, posts and associated hardware	Guardrail that is missing or damaged making the section substantially ineffective.	Within 5 business days of being notified	90 business days	90 business days	90 business days	90 business days	90 business days	90 business days
Guidepost Repair/Replacement	4.4	Replacement of broken or missing guideposts	Guideposts are non-functional or missing	Within 5 business days of being notified	30 business days	30 business days	30 business days	30 business days	30 business days	42 business days

Appendix E – Schedule 5 – Trees and Vegetation

Schedule 5 details the inspection frequencies and intervention levels and response times for all:

- Tree and vegetation encroaching into clear zone envelopes of Sealed and Unsealed roads
- Tree and vegetation encroaching into clear zone envelopes of footpaths, shared paths and bicycle paths
- Safety lines
- Vegetation obstructs clear vision of regulatory or warning signs.

Trees and Vegetation - Roads Trees and vegetation within road reserves that are subject to the Road Management Plan will be inspected in accordance with the specified frequency in the table below:

Road Category	Minimum Inspection Frequency
1, 2 and 3	Every 4 Years
4, 5 and 6	Currently not inspected

Trees and Vegetation - Footpaths, Shared Paths and Bicycle paths

Footpaths and bicycle paths that are subject to the Road Management Plan will be inspected in accordance with the specified frequency in the table below:

Pathway Category	Minimum Inspection Frequency
1 (High)	Every 2 Months
2 (Moderate)	Every 6 months
3 (Low)	Annually

*These inspections are carried out as part of footpath inspections.

Roadside Vegetation

Roadside vegetation outside of the road envelope is addressed in [Council's Roadside Conservation Management Plan 2021](#).

Quality of Work/Service

All personnel engaged to undertake inspections, and work must be suitably trained and have the appropriate experience to perform the specified tasks.

Quality Standards

All work must be carried out in accordance with Council's standards and procedures. Schedule 5, Table 5.1 Intervention Criteria for Tree and Vegetation Management

The following requirements are to apply.

ITEM	NO.	ACTIVITY	INTERVENTION LEVEL	* REACTIVE INSPECTION	DEFECT TREATMENT TIME (from the time of notification)		
					CATEGORY 1	CATEGORY 2	CATEGORY 3
Vegetation Management	5.1	Removal and/or trimming back of vegetation to allow clear access by vehicles along the carriageway	<p>Vegetation to be kept clear in the following space:</p> <p><u>Category 1 Roads:</u> Vegetation clearance to be kept > 5.0m height over the road surface for the trafficable width.</p> <p><u>Category 2 Roads:</u> Vegetation clearance to be kept > 5.0m height over the road surface for the trafficable width.</p> <p><u>Category 3 Roads:</u> Vegetation clearance to be kept > 4.0m height for emergency vehicle clearance</p>	Within 5 business days of being notified	14 business days	28 business days	42 business days
Roadside Vegetation	5.2	Mowing / trimming of vegetation on roadsides, verges and park lands	Trees, shrubs or grasses that have grown to restrict design sight distance to intersections or restrict viewing of regulatory or warning signs.	Within 5 business days of being notified	14 business days	30 business days	48 business days

* High risk situations/interventions are subject to risk assessment subject to the Road Management Plan and will be assessed on a case-by-case basis

					DEFECT TREATMENT TIME <i>(from the time of notification)</i>		
ITEM	NO	ACTIVITY	INTERVENTION LEVEL	REACTIVE INSPECTION	CATEGORY 4	CATEGORY 5	CATEGORY 6
Vegetation Management	5.3	Removal and/or trimming back of vegetation to allow clear access by vehicles.	Category 4 and 5 Roads – Vegetation clearance to be kept > 5.0m height over the road surface for the trafficable width. For all other roads including Category 6 and (FAT) vegetation clearance to be kept > 4.0m height over the trafficable width.	Within 5 business days of being notified	28 business days	36 business days	42 business days
Roadside Vegetation	5.4	Mowing / trimming of vegetation on roadsides, verges and park lands	Trees, shrubs or grasses that have grown to restrict design sight distance to intersections or restrict viewing of regulatory or warning signs.	Within 5 business days of being notified	28 business days	36 business days	42 business days

* High risk situations/interventions are subject to risk assessment subject to the Road Management Plan and will be assessed on a case-by-case basis

ITEM	NO	ACTIVITY	INTERVENTION LEVEL	REACTIVE INSPECTION	
Footpaths, Shared Paths and Bicycle Paths	5.5	Remove overhanging or encroaching vegetation	Overhanging vegetation lower than 3.0m above the path or affecting clearance envelope of the path restricting pedestrian passage to < 2.5m.	Within 5 business days of being notified	20 business days

Appendix F – Amendments to Road Management Plan

The following amendments have been incorporated in this round of the RMP review.

Section in Previous RMP	Description of the Amendment	Section in Current RMP
Structure of the RMP (Table of Contents)	The structure of the Road Management Plan (RMP) was revised to enhance readability and flow, allowing readers to understand its contents more easily. This approach supports a clearer organization and logical progression, ensuring the key information and responsibilities are conveyed effectively.	See new Table of Contents
Not Applicable	The new Chapter 2: Strategic Framework has been developed to establish a clear "line of sight" between the Council Plan and key Asset Management (AM) documents. This addition highlights how the Road Management Plan aligns with broader Council objectives, showing how specific actions within the RMP contribute to overarching Council goals. It also incorporates details about the Asset Management Policy and Strategy, underscoring their roles in guiding asset management principles, setting objectives, and driving consistent practices across Council operations. This alignment helps ensure that the RMP not only meets operational needs but also supports Council's strategic directions.	Chapter 2
Access to Private Property	A new diagram has been included in the document to visually clarify Council's responsibilities in ensuring access to rural properties with pipes driveway crossovers. This diagram highlights the roles and boundaries of Council's involvement in maintaining rural road access, which is crucial for supporting property connectivity, emergency response, and local transport needs. It serves as a straightforward reference for understanding the extent and limits of Council's maintenance obligations, providing stakeholders with a clear visual representation of these responsibilities.	See 3.11

Reactive Inspection Time: notified within 3 business days of being notified	The reactive inspection timeframe has been adjusted from three days to five days. This change allows for better resource allocation and management without disrupting other day-to-day operational activities. Extending the timeframe provides flexibility for the team to handle inspections more efficiently, improving overall workflow while still meeting service standards. This update balances operational needs with the quality-of-service delivery, ensuring that response efforts remain effective, and resources are optimally utilized.	Reactive Inspection Time: notified within 5 business days of being notified
Inspection Frequency- Sealed Road and Parking Bays - Category 1	The inspection frequency has been revised from six inspections to twelve inspections annually, aligning with the current inspection frequency for Category 1 - Sealed Roads and Parking Bays. This adjustment reflects a higher level of service, ensuring these essential public assets are monitored more frequently. The increase in inspection frequency allows for earlier identification and response to potential issues, contributing to enhanced safety, improved road and parking quality, and greater customer satisfaction. This proactive approach highlights the Council's commitment to maintaining high standards in managing critical infrastructure assets.	Inspection Frequency-Sealed Road and Parking Bays - Category 1
Inspection Frequency- Sealed Road and Parking Bays - Category 2	The inspection frequency has been revised from three inspections to six inspections annually, aligning with the current inspection frequency for Category 2 - Sealed Roads and Parking Bays. This adjustment reflects a higher level of service, ensuring these essential public assets are monitored more frequently. The increase in inspection frequency allows for earlier identification and response to potential issues, contributing to enhanced safety, improved road and parking quality, and greater customer satisfaction. This proactive approach highlights the Council's commitment to maintaining high standards in managing critical infrastructure assets.	Inspection Frequency-Sealed Road and Parking Bays - Category 2
Intervention Level: Schedule 3: Urban Streets; Footpaths, Shared Paths, and Bicycle Paths	The intervention level has been lowered from 25mm to 20mm to enhance the level of service for pathway maintenance. This adjustment aims to improve pathway quality, leading to higher customer satisfaction by proactively addressing trip and fall hazards. The reduced intervention threshold means that smaller surface irregularities will now prompt maintenance action, reducing the frequency of customer requests related to pathway safety and enhancing overall public safety and usability. This proactive measure supports a safer pedestrian environment and demonstrates a commitment to maintaining high standards in community infrastructure.	Intervention Level: Schedule 3: Urban Streets; Footpaths, Shared Paths, and Bicycle Paths

Defect Treatment Time: Schedule 3: Urban Streets: Kerb & Channel	The defect treatment time for Kerb & Channel has been adjusted from 30 days to 90 days, allowing for more efficient resource allocation and reducing disruption to ongoing operational activities. This change helps streamline priority management, ensuring that critical tasks and urgent maintenance receive the necessary focus while still addressing Kerb & Channel defects within a manageable timeframe. By extending this timeframe, the department can plan and allocate resources more effectively, maintaining overall operational efficiency and stability in service provision.	Defect Treatment Time: Schedule 3: Urban Streets: Kerb & Channel
Intervention Level: Schedule 3: Urban Streets: Kerb & Channel	The following clarification has been added to address different intervention levels based on the material. 1. Kerb & Channel (Concrete): broken or heaved 75mm vertically, 2. Kerb & Channel (Bluestone and Pavers): broken or heaved 100mm vertically, and to the extent of preventing the free flow of water.	Intervention Level: Schedule 3: Urban Streets: Kerb & Channel
Inspection Frequency: Schedule 3: Urban Streets: Kerb & Channel	The inspection frequency has been updated from "Reactive" to "Annually" to ensure a higher level of service and proactive maintenance of assets. This change aims to address potential issues before they escalate, improving overall safety and reliability.	Inspection Frequency: Schedule 3: Urban Streets: Kerb & Channel
Defect Treatment Time: Schedule 3: Urban Streets: Drainage Pits	The defect treatment time for Drainage Pits <i>"Missing pit lids, surrounds or grates in pedestrian areas or traffic lanes and Damaged Council drainage pit lids (such that they are potentially structurally unsound)"</i> has been reduced from 30 days to 5 business days due to the nature of these defects and the significant risk they pose to pedestrians and vehicles.	Defect Treatment Time: Schedule 3: Urban Streets: Drainage Pits
Defect Treatment Time: Schedule 3: Urban Streets: Footpaths, Shared Paths, and Bicycle Paths	The defect treatment time for Footpaths, Shared Paths, and Bicycle Paths <i>"Displacement > 25mm"</i> has been reduced from 30 days to 20 business days due to the nature of these defects and the significant risk they pose to users.	Defect Treatment Time: Schedule 3: Urban Streets: Footpaths, Shared Paths, and Bicycle Paths

Demand and Growth	Demand and Growth section was excluded from the latest version of the Road Management Plan (RMP) as its focus is not directly relevant to the RMP's objectives. Since the RMP is primarily concerned with current maintenance standards, inspection schedules, and intervention levels, it may be more appropriate to address demand and growth projections in other strategic documents. This streamlining can help keep the RMP focused on immediate management tasks and resource allocation, allowing the document to remain clear and actionable for its intended operational purposes.	Not Applicable
Funding Sources	The Funding Sources section was excluded from the updated Road Management Plan (RMP) because it does not directly contribute to the RMP's core purpose. The RMP primarily focuses on the policies, procedures, and standards for managing and maintaining road infrastructure, including inspection schedules, intervention levels, and response times. Funding information, though essential for long-term planning, is typically more aligned with financial or strategic asset management plans rather than operational documents like the RMP. Excluding this section allows the RMP to stay concise and focused on practical, actionable aspects of road management.	Not Applicable
Risk Management Framework	The <i>Risk Management Framework</i> section was removed from the updated Road Management Plan (RMP) as it was deemed to add limited value. The RMP's primary objective inherently involves managing and minimizing risks through its established processes, guidelines, and standards. By focusing directly on actionable steps—such as inspections, intervention levels, and response times—the RMP effectively serves as a risk management tool in itself. Including a separate Risk Management Framework section was found redundant, as the entire plan's purpose is to mitigate risks associated with road infrastructure, thus rendering a distinct framework unnecessary for the document's overall goals.	Not Applicable
Minimising Risks	The Minimising Risks section was omitted from the updated Road Management Plan (RMP) as it was found to be redundant. The RMP's core function is inherently focused on managing and minimising risks by establishing a structured framework for road maintenance, safety, and response. By setting out clear guidelines for inspections, maintenance standards, and response times, the RMP actively addresses risk management throughout the document. Therefore, a separate Minimising Risks section was deemed unnecessary, as the entire RMP is centred on strategies to minimize risks associated with road infrastructure and safety.	Not Applicable

Exceptional Circumstances	The section title was updated to "Force Majeure - Exceptional Circumstances" to emphasise the Chief Executive Officer's (CEO) authority to partially or fully suspend the Road Management Plan (RMP) in specific, uncontrollable situations. The section's body was also revised to improve clarity and readability, ensuring that readers can easily understand the context and implications. This enhanced version outlines the CEO's power to pause parts of the RMP in response to emergencies or unforeseen circumstances—such as natural disasters, resource limitations, or critical staffing shortages—and specifies the process for reactivating the plan once conditions stabilise. This structure allows for clearer communication of the RMP's flexibility in handling exceptional events while maintaining an organized response approach.	5. Force Majeure - Exceptional Circumstances
Monitoring and Review	A new subsection "Timeframe for RMP Review" was added to clarify the review requirements under both the Local Government Act 1989 and the Local Government Act 2020 enhances the document's comprehensiveness. This will ensure that readers are informed about the statutory obligations for reviewing the Road Management Plan (RMP). The updated subsection clearly documents these key timeframes, helping users understand the legal requirements for RMP reviews and ensuring that the review process aligns with the most recent legislative standards.	6.1 Time frame for RMP Review
Monitoring and Review	A new subsection, "Amendments to the RMP," has been added to provide clarification on when notice is required for proposed amendments to the Road Management Plan (RMP). This addition outlines specific scenarios in which public notice must be issued for changes affecting construction, inspection, maintenance, or repair standards and when such notice can be waived, including cases where amendments increase standards, apply to newly designated roads, or involve administrative adjustments.	6.2 Amendments to the RMP
Not Applicable	Amendments to the Road Management Plan (RMP) that impact construction, inspection, maintenance, or repair activities are documented in Appendix F.	Appendix F - Amendments to Road Management Plan

Not Applicable	<p>The following addition has been made to ensure clarity around responsibilities during emergencies:</p> <p>Emergency and Defect Response Times Works arising from emergency incidents that require immediate action to ensure the safety of road users and the public.</p> <p>Emergency works may include:</p> <p>Traffic incident management. Responses to natural disasters such as fires, floods, and storms. Spillages or other hazardous conditions. Assistance required under the Victorian State Emergency Response Plan and the Municipal Emergency Management Plan (MEMP). This clarification ensures that all parties understand their roles and responsibilities in maintaining public safety and managing infrastructure during emergency situations.</p>	5.12 Emergency Response Time
Not Applicable	<p>The following note was added to clarify Open/Table drain inspections "Note: Open table drains are NOT routinely inspected, adding a defect tracking system in <i>AssetFinda</i> would help in monitoring and managing these assets. This could be useful, especially as defects in these drains typically exceed intervention levels and might only become noticeable during storms or heavy rainfall. Integrating this into <i>AssetFinda</i> will provide a structured way to track and manage any necessary actions for these drains when they're impacted by weather events, ensuring timely interventions only as needed, without dedicating unnecessary resources to regular inspections. This approach balances proactive monitoring with resource efficiency, especially since the drains are typically only affected under certain conditions."</p>	Appendix A -Schedule 1



Draft Master Plan Concept

30.04.25
Note: This master plan is indicative only and requires detailed design consideration prior to commencement.

LEGEND

Sealed carpark

Gravel driveway

Future pavilion

Full size rugby/ soccer-football

Existing walking path

New walking path

Existing fence

Extended pétanque area

Proposed bench seating

Aboriginal Cultural Heritage sensitivity

Proposed shade

Proposed fence

leisure Ranges

Macedon Ranges Shire Council

Rectangular pitch

- Develop full size rectangular pitch to suit soccer and rugby with sports lighting to training standard, drainage and irrigation.
- Enclose with 1m fence to retain balls.
- Develop female friendly change rooms with sun protection and community room on southern side to be shared with Pétanque Club.

Dog walkers

- More access to drinking water.
- Provide additional signage to demonstrate on leash areas.

Storage

- Upgrade other existing storage facilities including power.
- Include adequate storage in any new buildings.

Landscaping

- Tree planting and weed control, landscaping around stadium, east end of oval and pétanque area.
- Mature trees near Grandstand - investigate tree health.
- Retain and protect mature trees along Forest St.



Woodend Racecourse Reserve Master Plan Background Report

Draft June 2025





About this document

This document was prepared by @leisure Planners and is the draft of the Woodend Racecourse Reserve Master Plan.

The documents prepared for this Master Plan are:

Volume 1: Community Engagement Findings June 2023

Volume 2: Woodend Racecourse Reserve Master Plan – Issues, Options and Draft Concepts.

The views expressed in the consultation section of this document are those provided by the Macedon Shire Ranges community. They do not necessarily reflect the views held by @leisure or Macedon Ranges Shire Council.

The projects outlined in the Woodend Racecourse Reserve Master Plan do not represent a commitment by Macedon Ranges Shire Council, user groups, or other organisations to fund or deliver them. Implementation will depend on future prioritisation and available funding.

Acknowledgements

@leisure appreciate the valuable involvement and support of the Woodend Racecourse Reserve user groups, as well as the broader community who contributed feedback during the engagement process.

The project was also strongly supported by staff and Councillors from Macedon Ranges Shire Council, whose input and guidance were instrumental in shaping the Master Plan.



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Macedon
Ranges
Shire Council

WOODEND RACECOURSE RESERVE MASTER PLAN

JUNE 2025

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Figure 1. Rotary Walking track. Racecourse Reserve

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1. Introduction

1.1 Purpose

What is a master plan?

A master plan is a blueprint for future development.

A master plan is an agreed direction by the landowner/manager and users about the best way to develop a site or a facility, based on the current demand and condition of facilities and context. It is not intended to be a commitment to fund development projects in the short term.

The intent is to be able to direct a complete package of improvements over time and develop components of that plan as and when funds become available, therefore a master plan shows the broad concept and areas for development, rather than specific design details. These packages of improvements are often expressed as recommendations or potential future projects that are expected to improve the community access and use of a venue or facility over a period of 10+ years.

As recommended actions they may not necessarily be delivered in the immediate or long term due to budget and other priorities or factors.

Project aim

To develop a master plan for the Woodend Racecourse Reserve. @leisure has worked in collaboration with Council, the community, reserve user groups and other identified stakeholders to ensure that appropriate facilities and spaces are provided to meet the future sporting and recreational needs within the reserve.

The key objectives of the Woodend Racecourse Reserve Master Plan project are to:

- Review demographic information and specific sporting trends relevant to the Reserve
- Review other relevant Council studies and strategies
- Undertake community and stakeholder engagement
- Assess the needs of the existing users and the broader community
- Provide guidance on:
 - The condition of existing facilities and buildings, including potential for consolidation
 - To maximise opportunities for multipurpose, flexible and shared use facilities
 - The future of former historic racecourse buildings
 - Increase reserve usage levels via a balanced approach to formal and informal sport and recreation opportunities
 - Assess demand for rectangular sports fields (e.g. soccer, football, rugby)
- Develop initial concept designs and a draft reserve master plan, then, following stakeholder and community feedback, finalise the master plan with indicative costings for proposed projects.

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Macedon Ranges
Shire Council

WOODEND RACECOURSE RESERVE MASTER PLAN JUNE 2025

Project methodology

Development of the Woodend Racecourse Reserve Master Plan was undertaken in four key stages :

PROJECT ESTABLISHMENT - Information gathering, research, and initial engagement with reserve user groups and local residents

STAKEHOLDER ENGAGEMENT - Issues and opportunities analysis and development of draft concept plans for review by Council staff, user groups and the wider community.

DEVELOPMENT OF DRAFT MASTER PLAN - Develop final draft master plan for endorsement by Council for community feedback

FINAL REPORT - Review stakeholder and community feedback, and prepare final master plan for Council adoption



Figure 2. Woodend racecourse home straight.
Source John Keating. Woodend and District +heritage Society

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Project study area



Figure 3. Map of Woodend Racecourse Reserve. Image google.com/maps

Woodend Racecourse Reserve**1-27 Forest Street, Woodend 3442.**

Ownership: Primarily situated on Crown Land, with a small section under Council ownership. Since 1992, Council has managed the reserve as the appointed Committee of Management.

The adjacent aerial image of Woodend Racecourse Reserve shows the study area for the Master Plan project. While the Woodend Grassland Reserve is identified on the map, it is excluded from the master plan's focus area, as it is already guided by an existing Environmental Management Plan.

Core function and purpose: Active Recreation (provides a setting for structured sporting activities).

Hierarchy: District

Description: Site predominately used for active or competitive recreation including grassed playing fields, sand arenas, indoor and outdoor playing courts. The site is a well-used space for passive recreation, particularly walking, and supports regular participation in the following organised sports:

- AFL
- Cricket
- Netball
- Basketball
- Equestrian (Adult Riding and Pony Club)
- Pétanque
- Indoor and junior AFL/soccer programs offered onsite.

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2. Policy and planning drivers

The table below summarises the policy documents and plans that influence the development of sports facilities in the Macedon Ranges Shire and have been reviewed. More details about the documents reviewed can be found in Appendix 1.

Table 1. Key plans and documents that influence the provision of sporting facilities at Woodend Racecourse Recreation Reserve

	Plans	Sports guidelines
National	<ul style="list-style-type: none"> • Sport 2030 – National Sports Plan • Sport Australia Corporate Plan 2018-2022 • Australian Sports – The Pathway to Success (2010) • The Future of Australian Sport (2013) • State of Australian Cities Report (2013) 	<ul style="list-style-type: none"> • Community Cricket Facility Guidelines. Cricket Australia 2015
State	<ul style="list-style-type: none"> • Active Victorian Strategic Framework For Sport and Recreation 2017-2023 • Victorian Public Health and Wellbeing Plan 2019-2023 • Victoria Infrastructure 2021 • Disability Inclusion Action Plan 2019-2022 • Built Environment Climate Adaption Action Plan 2022-2026 	<ul style="list-style-type: none"> • AFL Preferred Facilities Guidelines (AFL VIC) 2019 • Facilities Manual Netball Victoria • Pony Club Victoria. Strategic Plan 2019-2022 • Football Victoria - State Football Facilities Strategy to 2026
Municipal	<ul style="list-style-type: none"> • Macedon Ranges Shire Council Plan 2021-2031 • Municipal Public Health and Wellbeing Plan 2021-2025 • Sport and Active Recreation Strategy 2018-2028 • Open Space Strategy 2013 (currently under review) • Walking and Cycling Strategy 2014-2024 	<ul style="list-style-type: none"> • Environment Strategy 2021 • Public Toilet and Barbecue Strategy 2023 • Macedon Ranges Heritage Strategy 2024-2034 • Macedon Ranges Council Fair Access Policy 2024 • Draft Macedon Ranges Community Equestrian Facilities Plan 2025
Site specific	<ul style="list-style-type: none"> • Domestic Animal Management Plan 2021-2025 • Environmental Management Plan - Woodend Grassland Reserve 2012 • Buffalo Indoor Sports Stadium Master Plan 1997 • Regional Sports Hub Feasibility Study 2018 • Woodend Racecourse Reserve Asset Condition Reports • Woodend Five Mile Creek Master Plan 2022 • Gilbert Gordon Master Plan 2023 	

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3. Demand for sport and recreation in Woodend District

The key demographic factors that influence the demand for sport and recreation activities are population size, age, gender, income, education, cultural background, disability and location of residence and availability of facilities.

3.1 Population and demographic profile

There are forecast to be 9,229 residents in Woodend District, comprising about 16% of Macedon Ranges Shire total population – 56,749 in 2026.¹

Forecast.id project that the population for Woodend District is likely to increase to 11,375 by 2046².

The largest service age group of Woodend residents is parents and homebuilders (35 to 49 years) with a median age of 44. It is anticipated that in Woodend this will remain the largest service group through to 2046.

The table following shows the projected population growth of Woodend District from the last census period until 2046.

Table 2. Projected population growth of Woodend

	2021	2026	2036	2046
Population	8,741	9,229	10,271	11,375
Change in population	-	5.6%	11.3%	10.6%

¹ Profile.com.au

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The demographic profile of Woodend suggests that there is a relatively high propensity for residents to play sport, due to:

- A relatively small proportion of residents speak another language or were born overseas from a non-English speaking background. In 2021 there were 45 indigenous residents in Woodend (0.6% of the population)
- A relatively small number (5.4%) of residents needing assistance with core activities
- Woodend's Index of Relative Socio-Economic disadvantage is 1,042. This is in the lower half of localities in the Macedon Ranges but higher than regional Victoria and Greater Melbourne
- Ongoing population growth, along with a relatively high percentage of residents in the 'active age cohort' (5–39 years) — the age group that makes up a large share of club-based sports participants.

3.2 Projected participation by activity

The number of people who may undertake activities offered at the Reserve was projected based on state participation rates, based on the 2021 population. See the following tables.

More broadly, swimming/diving, gymnastics, netball and basketball will continue to be activities with the highest participation for children under 14 while for adults, (over 15 years), gym/fitness/, swimming/diving, Pilates, yoga and basketball have the highest participation.

A high-level indication of the market size is shown in the following table, by the estimated number of children who are likely to participate in outdoor and indoor sports, based on state participation rates and the existing and projected population.

² forecast.id.com.au

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Table 3. High level indication of the market size* in Woodend – children 0 -14 years

Activity	Organised potential participation by children		
	2026	2036	2046
Children (0-14 years)			
Athletics, track and field	45	51	55
Australian Rules Football	133	148	162
Basketball	171	191	209
Cricket (outdoor)	69	77	84
Horse riding, equestrian and polo events	8	9	10
Netball (indoor)	41	46	50
Netball (outdoor)	41	46	50
Rugby codes	8	10	10
Soccer-football (outdoor)	158	176	193
Soccer-futsal (indoor)	28	31	34

* Based on 2024 Victorian AusPlay data for Organised sport and recreation activities and applied to .id population projections for the Macedon Ranges Shire.

A high-level indication of the market size of adults, is shown in the following table, as the estimated number of adults who are likely to participate in outdoor and indoor sports, based on state participation rates and the existing and projected population.

Table 4. Number of adults likely to participate in outdoor and indoor sports activities market** for adults 15+ in Woodend

Activity	Organised potential participation by adults		
	2026	2036	2046
Adults (15+)			
Athletics, track and field	143	160	177
Australian Rules Football	277	308	342
Basketball	376	419	465
Cricket (outdoor)	187	208	231
Horse riding, equestrian and polo events	17	19	21
Netball (indoor)	60	67	74
Netball (outdoor)	60	67	74
Rugby codes	20	22	25
Soccer-football (outdoor)	255	283	315
Soccer-futsal (indoor)	110	123	136

** Based on 2024 Victorian AusPlay data for organised sport and recreation activities and applied to .id population projections for the Macedon Ranges Shire.

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3.3 Implications of projected demand

With projected population growth for the next 20 years in Woodend, it is not surprising all activities listed in the above table are expected to grow in organised participation.

Basketball, Australian Rules Football and outdoor soccer-football are the sports with potentially the highest participation for children under 14 years and adults 15+ years. Soccer-football potentially has greater participation than Australian Rules Football for children under 15 years.

Implications for the Reserve are the need to allow room for the future expansion of Buffalo Stadium to accommodate growth in basketball, netball and futsal.

Australian Rules Football, including Auskick and cricket are likely to remain strong so the demand on the Racecourse Reserve oval as a 'overflow; oval' for the Gilbert Gordon Reserve will continue to increase.

The demand for a rectangle pitch in Woodend will increase with recently established junior development programs for soccer-football. Currently a junior soccer-football club share the oval space at the Reserve.

The MRSC Sport and Active Recreation Strategy 2018-2028 notes existing provision for soccer-football within the Shire at 7 pitches (5 Gisborne and 2 Kyneton). The ratio analysis of (1 pitch per 5,000 residents) suggests that single pitches may be required in smaller townships i.e. Riddells Creek, Romsey and Woodend. However, the direction in the Strategy identifies that outdoor soccer provision should continue to be consolidated at existing sites and existing clubs within the shire (i.e. Dixon Field, Gisborne and Barkly Square, Kyneton) with no additional soccer venues or clubs proposed for the duration of the Strategy until 2028. The Strategy recommends monitoring the demand for local soccer provision in Woodend and if demand eventuates, explore options in the long term for the establishment of single pitches as training venues, utilising existing ovals and/or shared use of school ovals.

The Sport and Active Recreation Strategy 2018-2028 noted an adequate supply of outdoor netball courts (provision ratio is 1 court per 5,000 residents) so no other outdoor courts are required for this site. Two new netball courts have recently been constructed at Gilbert Gordon Oval.

Horse riding, equestrian and polo events can also expect growth in participation off a much lower base than the activities above.

Pétanque is a relatively niche sport and does not register in the data supplied by AusPlay but it is popular in the Macedon Ranges with a club also established in Gisborne – the Mount Macedon Pétanque Club.

A detailed assessment of demand for equestrian sports was conducted at the same time as this project and can be found in the Macedon Ranges Community Equestrian Facilities Plan.

Given the state of growth in football sports due to female participation, and indoor sports, a key consideration in this instance is the suitability of other locations to accommodate the increasing range of sports required and the suitability of each site, given most sporting sites have some constraints.



Figure 4. Aerial view of Woodend Racecourse Reserve. Image: MRSC

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Trends

The following diagram illustrates some of the relevant trends from the literature likely to affect the uses of the reserve over time.



Figure 5. Diagram illustrating key relevant trends relating to parks and sports.

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4. The site - land zoning and context

The following aerial image shows the site of the Woodend Racecourse Reserve in which the master plan is developed.



Figure 6. Aerial view of Woodend Racecourse Reserve. Image-MRSC

Situated primarily on Crown Land, Macedon Ranges Shire Council acquired management and maintenance responsibility for the Reserve in 1992. Prior to this it was managed by a local Committee of Management.

The following image shows the different parcels of land that make up the Woodend Racecourse Reserve. The Reserve is 25.87ha and has a perimeter boundary of 2180m.

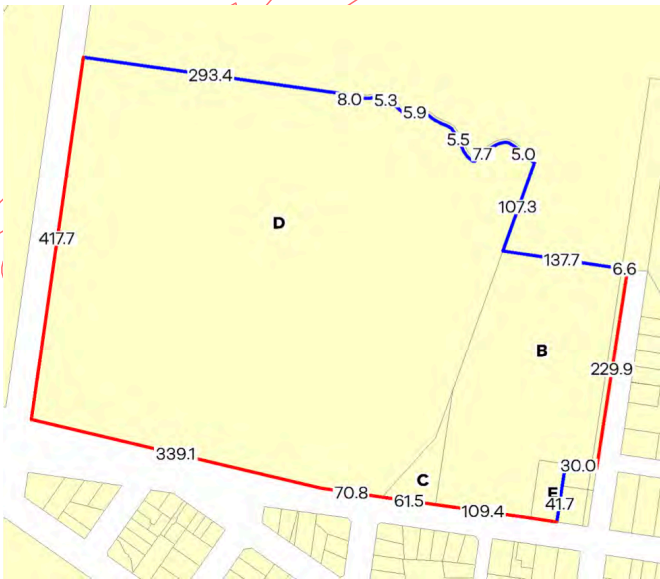


Figure 7. The five parcels of land and their dimensions that make up the Woodend Racecourse Reserve. Image - www.land.vic.gov.au April 2025

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4.1 Planning Scheme Zones and Overlays

Figure 8 below demonstrates that Woodend Racecourse Reserve is zoned as Public Conservation and Resource Zone (PCRZ), an appropriate zoning for current sport, recreation, environment and cultural users of the reserve.

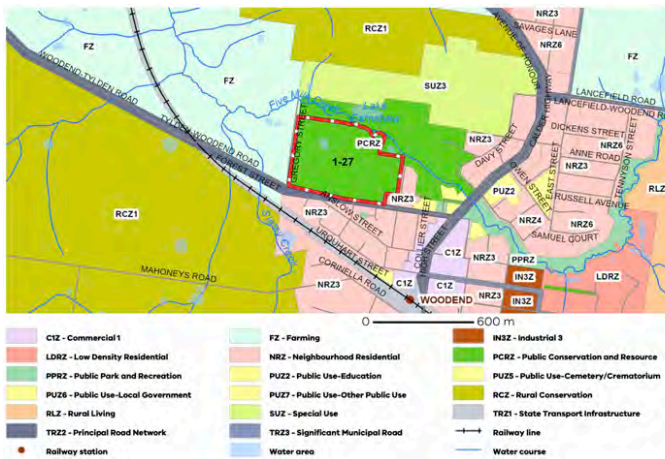


Figure 8. Planning scheme zones over the site and adjacent properties.
Image: VicPlan

The zone extends north just over Five Mile Creek incorporating Lake Earnshaw and east along the creek also incorporating the Gilbert Gordon Oval. Immediately west across Gregory St is Farming (FZ).
Overlays include Inundation Overlay, Environmental Significance Overlay, and Vegetation Protection Overlay. The reserve is inside a Protected Settlement Boundary. Part of the property is in an area of cultural heritage sensitivity.

The Reserve contains ‘areas of cultural heritage sensitivity’ as defined under the Aboriginal Heritage Regulations 2018, meaning there is potential for Aboriginal material to be present. If a high-impact activity is proposed in these areas, a Cultural Heritage Management Plan (CHMP) may be required. Past projects, like the netball court at Gilbert Gordon Oval, have faced significant delays due to CHMP requirements, so any proposed works in these areas must consider potential heritage implications.

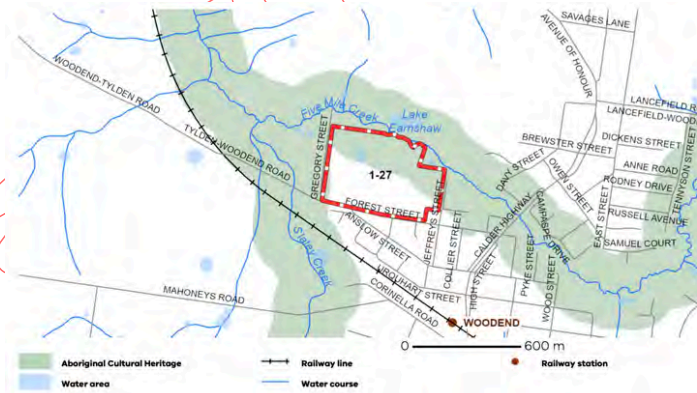


Figure 9. Planning overlay (shaded area) showing area of Aboriginal Cultural Heritage across the Reserve. Image: VicPlan

The Reserve is covered by a Heritage Overlay (Figure 10), recognising its local heritage significance. A Statement of Significance (May 2023) was developed as part of the Macedon Ranges Heritage Strategy 2014–2018, highlighting the site’s historical and architectural value to the Shire of Macedon Ranges. The remaining built structures at the Woodend Racecourse reflect its historical use and include key elements typical of a traditional racecourse, such as the grandstand with remnant mature trees, photo finish tower, race caller’s tower, vet’s room and jockey shed

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While the site is not listed on the Victorian Heritage Register, the Heritage Overlay under the Macedon Ranges Shire Planning Scheme aims to:

- Conserve and enhance places of natural or cultural heritage significance
- Protect elements contributing to their heritage value
- Ensure development does not negatively impact their significance
- Allow certain otherwise-prohibited uses if they support heritage conservation

Some activities—such as demolishing or altering buildings or removing trees—may require a planning permit.

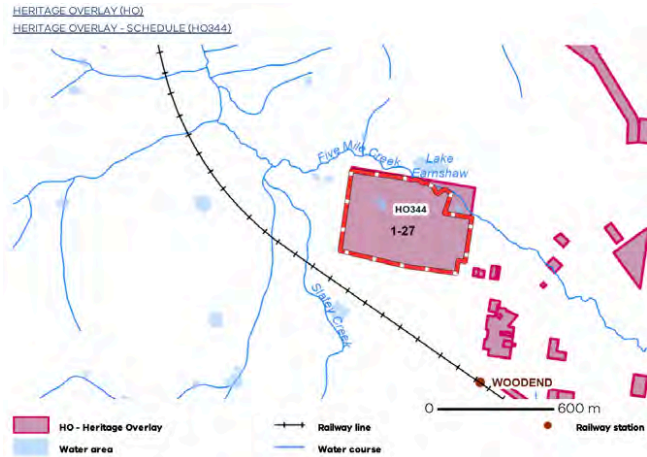


Figure 10. Heritage Overlay (Shaded pink) for the Reserve. Image: VicPlan

The inundation overlay shown above is not a significant area but the Reserve playing surfaces are often affected by water in Winter and early Spring. The north end of the existing cross country and the oval are the most affected sport areas. The highest point of the Reserve is the southeast corner, close to Forrest St around the Grandstand and Pétanque areas.

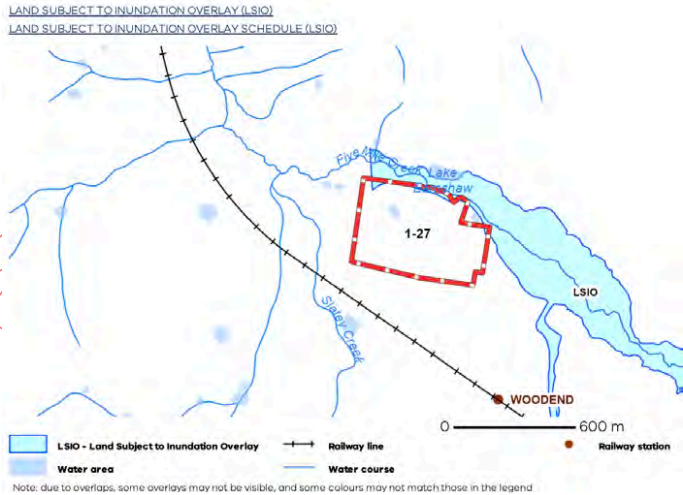


Figure 11. Planning overlay) showing small area at the north end of the Reserve that is subject to inundation. Image: VicPlan

4.2 Context

The history of Woodend Racecourse Reserve

The township of Woodend was first surveyed in 1836 along Five Mile Creek, becoming an important rest stop on the route between Melbourne and the Bendigo goldfields.

By the late 1850s, the town had grown to include a school, several churches, and a railway connection to Melbourne. The first horse racing event in Woodend was a two-day meet held on Boxing Day in 1859 on the hill behind the current reserve. It was soon relocated to its present location, where race days became popular social occasions, drawing crowds from Melbourne for picnics and festivities.

The reserve also served as a volunteer army site and was officially gazetted as the Woodend Racecourse Reserve in the early 1900s. The final race was held on 24 July 1982, following the club's amalgamation with the Kyneton Race Club.

In 1992, management and maintenance of the Reserve was transferred to Macedon Ranges Shire Council³.



Figure 12. Woodend Cup 1979. Image: Woodend and District Heritage Society

³ <https://www.mrsc.vic.gov.au/See-Do/Townships/Woodend-Township>

Relationship of the Reserve to other land uses

The Woodend Racecourse Reserve is one of a number of recreational precincts along the Five Mile Creek in Woodend. Some 400 metres east, on the northern side of the creek is the Gilbert Gordon Oval which is the number one ground for the Woodend Heskett Football Netball Club, the Woodend Junior Football Netball Club and the Woodend Cricket Club.

On the south side of the creek from Gilbert Gordon are 6 tennis courts which is home to the Woodend Tennis Club. The club shares a public car park that serves the neighbouring Woodend Outdoor Swimming Pool and Woodend skate park.

Just north of Gilbert Gordon Oval, overlooking the town is the Woodend Golf Club. Further east along the Five Mile Creek and across High Street, is the Woodend Bowls Club and Woodend Primary School. The school oval has been used for junior sport, namely junior cricket and soccer-football in recent years.

None of the sporting precincts are directly connected by road.

The image below shows the Reserve in relation to other key sporting landmarks in town.

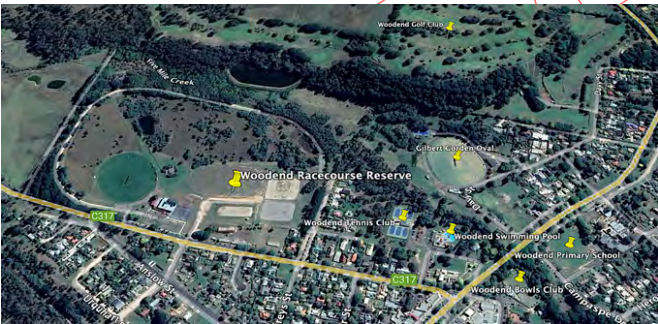


Figure 13. the Reserve in relation to other key sporting landmarks in town.
Image Google Earth

Role of Reserve

The oval at the Reserve is seen as the towns second oval to the Gilbert Gordon Reserve further to the east. The Gilbert Gordon Reserve oval has a long history of been the 'home' for senior football, cricket and netball. The Racecourse Reserve oval has shared the playing load as demand has grown for junior sports competitions. Recent upgrades to the surface at Gilbert Gordon Reserve and supporting facilities ensures it remains as Woodend's premier outdoor sports field. Regional representative games are held at the Gilbert Gordon Reserve The Racecourse Reserve oval is smaller in size and does not have the same level of supporting facilities.

Competing teams at the Reserve include those playing in the Riddell District Junior Football Netball League, the Gisborne District Cricket Association the Macedon Ranges Basketball Association and the Sunbury Basketball Association. Equestrian, Netball and Pétanque draw more local use.

User groups

Woodend Racecourse Reserve is currently home to the following tenant user groups -





- Woodend Heskett Football Netball Club
- Woodend Junior Football Netball Club
- Woodend Cricket Club
- Woodend Pony Club
- Riddells Creek Adult Riding Club
- Woodend and Hanging Rock Pétanque Club
- Woodend Hawks Basketball Club
- Woodend District Netball Club

**The site also hosts entry-level junior programs for soccer and AFL, along with AFL Masters and Landcare groups.*




4.3 Woodend Racecourse Reserve existing conditions

Table 5: Summary of current condition use and potential use of Racecourse Reserve assets

Asset		Current users	Heritage significance	Overall condition (5-Excellent – 1 Poor)*	Demand, females, older adults, people with disability	Colocate/relocate/rationalise
Stewards Tower		Not in use	Statement of significance	2 Fair	Not suitable for current reserve activities. Potential use as video tower if rectangular pitch is developed	Retain in current location
Judges Tower/photo finish tower		Not in use	Statement of significance	1 Poor	Not suitable for current reserve activities. Potential use as storage. Potential use as video tower if rectangular pitch is developed	Retain in current location and potential beautification
Grandstand		Barricaded off from public use	Statement of significance	2 Fair	Ideally located if rectangular pitch/s developed at reserve	Retain as part of new sports field development
Old Kiosk		Barricaded off from public use	No	1 Poor	Not suitable for current reserve activities	Decommission and remove
Toilets		Used by equestrian clubs if open	No	1 Poor	Do not meet current building codes.	Decommission and remove. New public toilet provided to east along Forest St
Racecourse Stables		Pony Club and Adult Rider storage	No	1 Poor	Meets space requirements but not secure or weatherproof	Replace and relocate closer to existing sand arenas







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Asset		Current users	Heritage significance	Overall condition (5-Excellent – 1 Poor)*	Demand, females, older adults, people with disability	Colocate/relocate/rationalise
Brick Shed – swabbing box		Building recently made secure. Not in use	Statement of significance	2 Fair	Not suitable for current reserve activities	Potential use as storage for existing user groups
Jockeys shed		Not in use. Was moved to current location by Pony Club for storage but was not adequate	Statement of significance	1 Poor	Not suitable for current reserve activities	Decommission and remove
Storage shed		Empty at time of inspection. Possible football club storage	No	1 Poor	Does not meet current building code. No internal lighting	Potential use as storage for existing user groups, if not required decommission and remove
Storage shed		Storage	No	5 Excellent	Not directly serving reserve but club lacks other storage options	Retain in current location
Clubhouse - Pony Club, Riders Club, Pétanque Club		Social and meeting space for Adult Riding Club, Pony Club and Pétanque	No	4 Very Good	Currently serves 3 active clubs on the Reserve with high percentage of female and older adults	Retain, with consideration for consolidating user groups if a pavilion is built for the rectangular fields
Covered Way Building		Entry not currently required to access reserve	No	2 Fair	Not likely to be required as an entry point for current usage	Decommission and remove

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Asset		Current users	Heritage significance	Overall condition (5-Excellent – 1 Poor)*	Demand, females, older adults, people with disability	Colocate/relocate/rationalise
Ex Pigeon Club Shed		Not in use	No	2 Fair	Not in location that serves current user groups	Decommission and remove
Stewards Tower North		Not in use	Statement of significance	1 Poor	Not suitable for current reserve activities	Retain
Pump shed		In use	No	1 Excellent	Serves oval user groups	Retain and maintain
Sports Stadium storage shed		Football club and stadium user groups	No	4 Very Good	Meeting current demands	Retain and maintain
Spectator shelter		Netball spectators	No	4 Very Good	Unable to view north end of outdoor courts from shelter. Path access	Retain
Public toilet		Public, accessible toilet. Walkers and Reserve users	No	1 Excellent	Meets needs of walkers. Joggers and passing traffic on Forest St. Path access and built to code	Retain and maintain

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Asset		Current users	Heritage significance	Overall condition (5-Excellent – 1 Poor)*	Demand, females, older adults, people with disability	Colocate/relocate/rationalise
Coaches Box home		Football clubs	No	3 Good	Meets current requirements for junior football	Retain and maintain in short term
Scorers box		Football clubs	No	3 Good	Meets current requirements for junior football. Not accessible	Retain and maintain short term
Coaches box visitors		Football clubs	No	3 Good	Meets current requirements for junior football	Retain and maintain short term
Oval (158 x 125m approx.) flood lighting – 4 towers, scoreboard, goal netting – east end, coach's/player boxes		Football, cricket, soccer-football training and games	No	3 Good. Typically, poor condition late winter	Meets current requirements for junior and senior sport until mid-late winter when surface can deteriorate significantly	Retain and maintain short term. Improve drainage
Cricket wicket - synthetic		Cricket Club games	No	3 Good	Meeting current demands of junior and senior cricket. Will need replacement in short term	Retain and replace when required
Multipurpose courts		Woodend District Netball Club, training and games	No	1 Excellent	Recently resurfaced. Meets demand for training and competition of Club along with casual basketball. Two new courts under construction at Gilbert Gordon Reserve will meet demand	Retain and maintain

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Asset		Current users	Heritage significance	Overall condition (5-Excellent – 1 Poor)*	Demand, females, older adults, people with disability	Colocate/relocate/rationalise
					for outdoor netball in long term. Provision ratio of outdoor courts 1 court per 5,000 residents.	
Horse sand arena 1		Adult Riding Club, Pony Club	No	3 Good	Meets demand for equestrian clubs competition and casual use. High percentage of female use	Retain and maintain. Requires weed spraying
Horse sand arena 2		Adult Riding Club, Pony Club	No	2 Fair	Meets demand for equestrian clubs competition and casual use. High percentage of female use	Retain and maintain. Requires weed spraying
Horse sand arena 3 (north of g/stand)		Adult Riding Club, Pony Club	No	2 Fair	The least used of the 3 arenas. High percentage of female use	Rationalise in medium term
Pétanque piste		Woodend Hanging Rock Petanque Club	No	4 Very Good	Meets club demand but current size not adequate for larger tournaments.	Retain and maintain
Buffalo stadium -1 timber court, program room, meeting room, change rooms kitchen/canteen, enclosed outdoor play area		Woodend Hawks Basketball, Club, Council ran programs, hirers	No	4 Very Good	Not meeting demand for existing basketball use at peak times. High percentage of female use. Hosts older adult programs	Retain, maintain and plan for additional court to accommodate basketball growth, volleyball

* Based on visual inspection at time of visit

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5. Issues and opportunities

5.1 Tenant clubs, user groups and future requirements

Table 6. Summary of Reserve user groups, membership base and teams

Club/user group	Teams 2024	Memberships 2024	Use of other venues	Future requirements
Woodend Pony Club	NA	9	Some members may ride at other local clubs	<ul style="list-style-type: none"> Arena surfaces and horse yards – maintenance Storage - location leaking unsuitable Toilets Clubrooms - kitchen outdated Council to provide sustainability support to equestrian clubs.
Riddells Creek Adult Riding Club	NA	10	Some members ride at other local clubs	<ul style="list-style-type: none"> Improved storage Address dogs off leash Provide easier access to arenas rather than having them locked Council to provide sustainability support to equestrian clubs.
Woodend Hanging Rock Pétanque Club		76	Hanging Rock Pétanque	<ul style="list-style-type: none"> Double the size of piste Permanent seating Storage
Woodend Junior Football Netball Club	8 football teams, 6 netball teams 80 Auskick	220+	Gilbert Gordon Oval	<ul style="list-style-type: none"> Installation of drainage to oval Improved storage space Social space More and improved parking
Woodend Heskett Football Netball Club - seniors	3 football teams 5 netball teams	120+	Gilbert Gordon Oval	<ul style="list-style-type: none"> Installation of drainage to oval More and improved parking Wind breaks

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WOODEND RACECOURSE RESERVE MASTER PLAN

JUNE 2025

Club/user group	Teams 2024	Memberships 2024	Use of other venues	Future requirements
Woodend Hasket Masters Football Club	1 over 35's team	40+ playing	Gilbert Gordon Oval	<ul style="list-style-type: none"> Rectangle pitch for soccer-football in area of 3rd oval Installation of drainage to oval Improve change rooms Covered space to view oval Improved storage space Rectangle pitch for soccer-football Improved play facilities for children
Woodend Landcare	NA		Various	<ul style="list-style-type: none"> Build a bridge across the creek at High Street Tree maintenance along 5 Mile Creek Provide tree shelter to walking tracks along 5 Mile Creek
Woodend and District Netball Club	12 teams (summer season 2022) Winter season and Net Set Go	150+	MRNA Netball Complex, Gisborne	<ul style="list-style-type: none"> Courts resurfaced February 2025
Woodend Eagles Soccer Club	Mini Roos program	110+	Wooded Primary School	<ul style="list-style-type: none"> Permanent soccer-football pitch
Woodend Hawks Basketball Club	16 junior teams 7 senior teams	150+	Various	<ul style="list-style-type: none"> Additional courts

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5.2 Key issues from engagement

The community engagement findings for this project were prepared in June 2023. The following issues were raised in interviews with key stakeholders, the community survey and staff workshops.

Table 7: Summary of issues identified from stakeholder interviews

Stakeholder	Issues
WHFC Junior Football Netball	<ul style="list-style-type: none"> Drainage is needed on the oval, as it becomes unplayable in late winter Lack of storage and clubrooms Lack of playing space, particularly netball Lack of parking
Woodend Cricket Club	<ul style="list-style-type: none"> Minimal shade near the interchange area Lack of parking Condition of centre wicket carpet
Woodend Pony Club	<ul style="list-style-type: none"> Lack of general maintenance Current storage is leaking and not in a suitable location Unsafe toilet entrance configuration with female entrance on street side Outdated clubrooms and kitchen Vandalism of jumps and ropes Inability to host cross-country competition due to size
Riddells Creek Adult Riding Club	<ul style="list-style-type: none"> Unsafe and under-maintained yards Current storage is leaking and not in a suitable location Vandalism Dogs off leash, unsuitable with horses No easy access to arenas for users
Woodend Eagles Soccer Club	<ul style="list-style-type: none"> No base for training and matches

Woodend Hawks Basketball Club

- Lack of sufficient indoor courts

Table 8: Summary of issues and suggestions from community survey and workshops

Issue	Possible solution/s suggested
Oval condition	<ul style="list-style-type: none"> Reconstruct and install better drainage
Centre wicket and water	<ul style="list-style-type: none"> Requires minor ground maintenance
Change rooms	<ul style="list-style-type: none"> Existing change rooms for oval users requires improvements including female friendly upgrade
Lack of storage for clubs using oval	<ul style="list-style-type: none"> Remove existing and consolidate
Limited parking	<ul style="list-style-type: none"> Develop parking around the oval and organise parking near stadium
Lack of playing space and social space. Increased demand for basketball	<ul style="list-style-type: none"> Consider additional indoor courts and new social rooms
Public toilet access for Equestrian, Pétanque and casual users	<ul style="list-style-type: none"> Rebuild toilets with accessibility in central location following CPTED* principles
Lack of trees and shade	<ul style="list-style-type: none"> Increase tree planting that provides shade for spectators and users and improve maintenance of existing trees. Install shade structures
Grandstand	<ul style="list-style-type: none"> Demolish, repair or refurbish
No permanent soccer-football venue	<ul style="list-style-type: none"> Consider as part of 3rd oval/sports field development
Size of cross-country course	<ul style="list-style-type: none"> Cross country course undersized. Develop Kyneton course or other venues

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WOODEND RACECOURSE RESERVE MASTER PLAN

JUNE 2025

Issue	Possible solution/s suggested
Equestrian facilities	<ul style="list-style-type: none">Upgrade the equestrian facilities including cross-country jumps, dilapidated yards and the arenas.Expressed demand for a covered or indoor arena
Casual access to arenas	<ul style="list-style-type: none">Make accessible to general public. Consider online booking and payment system
Mix of dogs and horses	<ul style="list-style-type: none">Review current dog off leash policy or relocate equestrian activities
Walking trail	<ul style="list-style-type: none">Extend and link the walking trail
Vandalism	<ul style="list-style-type: none">Remove old buildings, install more lighting, open the reserve to the street
Building and grounds maintenance	<ul style="list-style-type: none">Improve the maintenance and presentation of buildings and structures. Improve landscaping, weed control and drainage
Additional activities	<ul style="list-style-type: none">There is expressed demand for a pump track
General	<ul style="list-style-type: none">Provide more bins and water for dogs.

* CPTED (Crime Prevention Through Environmental Design) – natural surveillance, access control, territorial reinforcement and space management.



Figure 14. The oval at Woodend Racecourse Reserve. Image: @leisure

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5.3 Issues and opportunities by zone

The key user groups current/potential use, challenges, constraints and opportunities are set out in the following table.



Figure 15 Woodend Racecourse Reserve by zone

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Table 9. The following table outlines the challenges/ constraints and opportunities for 5 zones in the Reserve

Zone	Key user group/s	Current/ Potential Use	Challenges	Constraints	Opportunities
1 Equestrian and former racing club assets	Woodend Pony Club Riddell's Creek Adult Riding Club Woodend Hanging Rock Pétanque Club	Equestrian clubs/events Pétanque Club - share clubhouse with equestrian clubs	<p>Ability to maintain sand arenas and equestrian related infrastructure that are a club responsibility.</p> <p>Aging assets and maintenance</p> <ul style="list-style-type: none"> Grandstand Jockeys shed Swabbing box Storage shed Judges tower <p>Dogs off leash.</p> <p>Lack of suitable venue for larger Pétanque events.</p> <p>Outdated kitchen facilities in clubhouse.</p>	<ul style="list-style-type: none"> Existing conditions of equestrian club facilities such as storage shed, and horse yards are passed useful life. Heritage overlay of former racecourse assets Risk management issues/insurance Cross country course not large enough to host events Pétanque Club share storage with equestrian clubs and lack space 	<ul style="list-style-type: none"> Explore options for refurbishing/renewing existing assets still required Clubs to maintain riding surfaces/arenas and fencing to meet current riding safety standards Establish directives for ongoing maintenance Relocate and replace storage shed (Old stables) Long term – Support the relocation of equestrian clubs to existing nearby facilities if supported. Renew grandstand, judges' box and stewards tower that would be utilised if a rectangular sports field is developed. Acknowledge heritage value of old racecourse assets restore and provide interpretative signage for visitors Retain and maintain mature trees Decommission and remove old kiosk, old toilet block, jockeys shed, covered way and old Pidgeon club shed Old vets room potential use as storage for existing user groups Extend walking track around north side of oval, providing a hard service for spectators and link existing coaches boxes and scoreboard Install safety lighting at key points Provide additional spectator seating and shade Further improve shared kitchen, social, storage, and event space with the equestrian clubs. Long term - share social space with clubs using rectangular field and demolish old clubrooms if appropriately located Extend piste to east to accommodate more competitors Provide additional shade and seating Decommission and remove Covered way, Ex Pidgeon Club building and ticket box to open up reserve from Forest St and improve passive surveillance
2 Walking track	Community users Dog walkers Public exercise	Dog walkers Young parents/children Family groups	<p>Dogs off leash.</p> <p>Lighting – safety for users .</p>	<ul style="list-style-type: none"> Existing infrastructure Heritage listings and conditions 	<ul style="list-style-type: none"> Connect the walking path north of the cross-country course to the oval and stadium, with clear signage indicating the link and direct dog walkers away from horse activities. Provide additional water bubblers for walkers

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Zone	Key user group/s	Current/ Potential Use	Challenges	Constraints	Opportunities
3 Sports	Woodend Football Netball Club Woodend Junior Football Netball Club (Including Auskick) Woodend Masters Football Club Woodend Cricket Club Woodend Eagles Soccer Club	Games, training, , events	Maintaining a quality surface with increasing usage. Programming growing demand for oval.	<ul style="list-style-type: none"> A single and relatively small ground to accommodate junior, senior and masters football, cricket and growing demand for soccer-football and rugby 	<ul style="list-style-type: none"> Install sub surface drainage Install new scoreboard and demolish the old one Replace synthetic wicket in medium term Replace existing coaches' boxes and consolidate existing associated structures Better utilise Little Athletics shed for storage Plant windbreaks on the north and west side of the oval for shade and shelter Consider social space for clubs in future developments of stadium Develop a rectangular sport field to accommodate sports such as soccer-football and rugby and allow new clubs to flourish, provides third venue for junior and girls cricket and decrease load at existing oval. Including support facilities such as training standard lighting, change facilities and fencing Replace coach's boxes in long term Female friendly change room upgrade required to service current oval Allow for extension of Buffalo Stadium to north
4 Roads/ parking/ entrances	All reserve user groups and individuals	Parking to watch and compete in sports at oval and stadium, pick up/drop off, walking, running, market stalls, deliveries	Safely combining car and pedestrian access on event/game days in a relatively tight main entry to reserve and minimising the visual impact of fences .	<ul style="list-style-type: none"> Limited parking space on west and south side of the oval Limited space between the stadium and oval 	<ul style="list-style-type: none"> Develop parking around oval on at least the southwest side Formalise car parking left of main entry Organise car parking near stadium with increased accessibility, add trees and lighting
5 Grasslands	<ul style="list-style-type: none"> Not part of Master Plan 				
6 Other					<ul style="list-style-type: none"> Tree planting and weed control, landscaping around stadium, east end of oval and pétanque area Tree planting as part of buffer zone between sports and equestrian Mature trees near Grandstand - investigate tree health. Retain and protect mature trees along Forest St.



6. Draft Master Plan

The following page presents a draft master plan for the site.

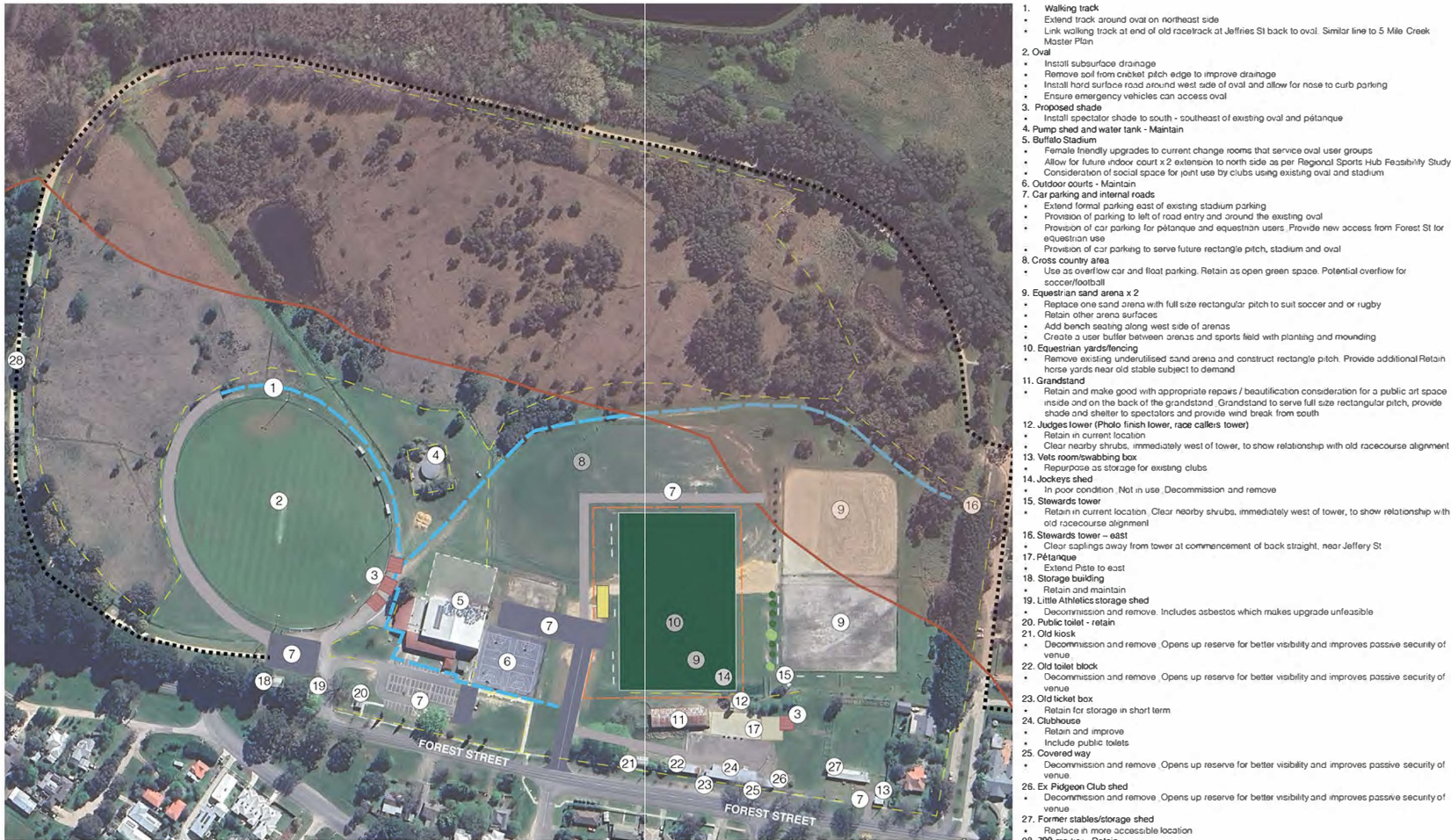
Note - Implementation costs will be provided when the master plan is finalised.

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Draft Master Plan Concept

30.04.25
Note: This masterplan is indicative only and requires detailed design consideration prior to commencement.

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leisure Ranges

Macedon Ranges Shire Council

LEGEND

Sealed carpark	Existing walking path	Aboriginal Cultural Heritage sensitivity
Gravel driveway	New walking path	Proposed shade
Future pavilion	Existing fence	Proposed fence
Full size rugby/ soccer-football	Extended pétanque area	
	Proposed bench seating	

1. Walking track

- Extend track around oval on northeast side
- Link walking track at end of old race track at Jeffries St back to oval. Similar line to 5 Mile Creek Master Plan

2. Oval

- Install subsurface drainage
- Remove soil from cricket pitch edge to improve drainage
- Install hard surface road around west side of oval and allow for nose to curb parking
- Ensure emergency vehicles can access oval

3. Proposed shade

- Install spectator shade to south - southeast of existing oval and pétanque

4. Pump shed and water tank - Maintain

5. Buffalo Stadium

- Female friendly upgrades to current change rooms that service oval user groups
- Allow for future indoor court x2 extension to north side as per Regional Sports Hub Feasibility Study
- Consideration of social space for joint use by clubs using existing oval and stadium

6. Outdoor courts - Maintain

7. Car parking and internal roads

- Extend formal parking east of existing stadium parking
- Provision of parking to left of road entry and around the existing oval
- Provision of car parking for pétanque and equestrian users. Provide new access from Forest St for equestrian use
- Provision of car parking to serve future rectangle pitch, stadium and oval

8. Cross country area

- Use as overflow car and float parking. Retain as open green space. Potential overflow for soccer/football

9. Equestrian sand arena x2

- Replace one sand arena with full size rectangular pitch to suit soccer and/or rugby
- Retain other arena surfaces
- Add bench seating along west side of arenas
- Create a user buffer between arenas and sports field with planting and mounding

10. Equestrian yards/fencing

- Remove existing underutilised sand arena and construct rectangle pitch. Provide additional Retain horse yards near old stable subject to demand

11. Grandstand

- Retain and make good with appropriate repairs / beautification consideration for a public art space inside and on the back of the grandstand. Grandstand to serve full size rectangular pitch, provide shade and shelter to spectators and provide wind break from south

12. Judges tower (Photo finish tower, race caller's tower)

- Retain in current location
- Clear nearby shrubs, immediately west of tower, to show relationship with old racecourse alignment

13. Vets rooms/wabbling box

- Repurpose as storage for existing clubs

14. Jockeys shed

- In poor condition. Not in use. Decommission and remove

15. Stewards tower

- Retain in current location. Clear nearby shrubs, immediately west of tower, to show relationship with old racecourse alignment

16. Stewards tower - east

- Clear saplings away from tower at commencement of back straight, near Jeffery St

17. Pétanque

- Extend Piste to east

18. Storage building

- Retain and maintain

19. Little Athletics storage shed

- Decommission and remove. Includes asbestos which makes upgrade unfeasible

20. Public toilet - retain

21. Old kiosk

- Decommission and remove. Opens up reserve for better visibility and improves passive security of venue

22. Old toilet block

- Decommission and remove. Opens up reserve for better visibility and improves passive security of venue

23. Old ticket box

- Retain for storage in short term

24. Clubhouse

- Retain and improve
- Include public toilets

25. Covered way

- Decommission and remove. Opens up reserve for better visibility and improves passive security of venue

26. Ex Pigeon Club shed

- Decommission and remove. Opens up reserve for better visibility and improves passive security of venue

27. Former stables/storage shed

- Replace in more accessible location

28. 700 marker - Retain

Other

Rectangular pitch

- Develop full size rectangular pitch to suit soccer and rugby with sports lighting to training standard. drainage and irrigation
- Enclose with 1m fences to retain balls
- Develop female friendly change rooms with sun protection and community room on southern side to be shared with Pétanque Club

Dog walkers

- More access to drinking water
- Provide additional signage to demonstrate on leash areas

Storage

- Upgrade other existing storage facilities including power
- Include adequate storage in any new buildings

Landscaping

- Tree planting and weed control, landscaping around stadium, east end of oval and pétanque area
- Mature trees near Grandstand - investigate tree health
- Retain and protect mature trees along Forest St

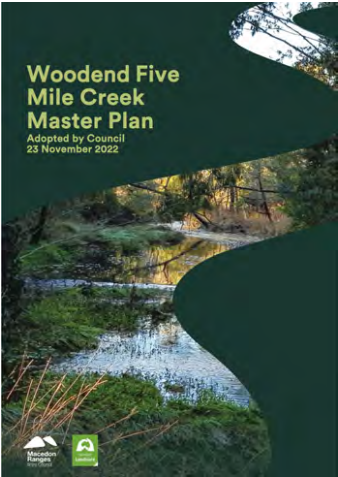


WOODEND RACECOURSE RESERVE MASTER PLANJUNE 2025

7. Appendices

7.1 Appendix 1. Council strategic documents

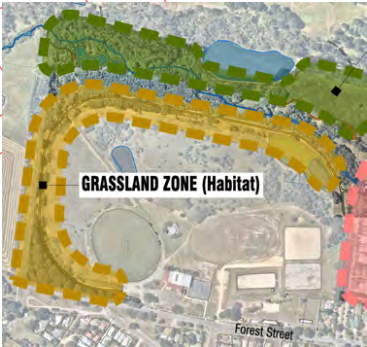
Woodend Five Mile Creek Master Plan. 2022



The Five Mile Creek Master Plan provides an Implementation Plan across four zones. East Zone, Town Zone, North Bank Zone and Grassland zone. The Grassland Zone incorporates some of the Racecourse Reserve.

The Plan suggested the following for the Grassland Zone:

- Removal of poplars on grassland side of path. (Low priority)
- Weed removal and revegetation (in low-lying areas inside path) (High – ongoing)
- Investigate options to improve water retention in low lying areas. (Medium)
- GRASSLAND ZONE (HABITAT). Zone includes transition of "Little Europe" to a less-weedy outcome and habitat reclamation, control of woody weeds on grassland side of path; limited access other than on paths; seating and signs.
- Typical management includes habitat restoration; weed control; mowing along path edges; and maintenance of exercise equipment; and possible future picnic table(s), shelter, informal seating, signage.



GRASSLAND ZONE (Habitat)

Forest Street

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Environmental Management Plan. Woodend Grasslenads Reserve. 2012



Final Report:
Environmental Management Plan – Woodend Grassland Reserve, Woodend
Prepared by Atlas Ecology
July 2012



www.atlasecology.com.au



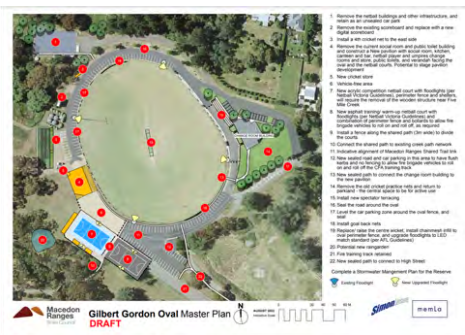
The Woodend Grassland Reserve is valued by the community of Woodend as... an intact grassland environment that supports regionally significant flora species and a vegetation community considered very rare for this region. Management objectives for the grassland reserve includes “Ensure any adjacent development or use does not compromise the environmental values of the native grassland”.

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WOODEND RACECOURSE RESERVE MASTER PLAN JUNE 2025

Gilbert Gordon Master Plan. 2023



Key directions from the Master Plan that may influence future demands and usage of the Racecourse Reserve include:

- 2 new compliant netball courts
- New social pavilion including netball change a cricket storage
- Connection of Reserve to Five Mile Creek

Public Toilet and Barbeques Strategy. 2023



- The 52 Public toilets in Macedon Ranges Shire were individually assessed and then ranked. The Toilet at Racecourse Reserve Woodend was one of 6 facilities that were rated 'very good'. The remaining toilet block was rated 'poor'.
- Some 70% of survey participants said they would walk up to 5 minutes to access a public toilet.



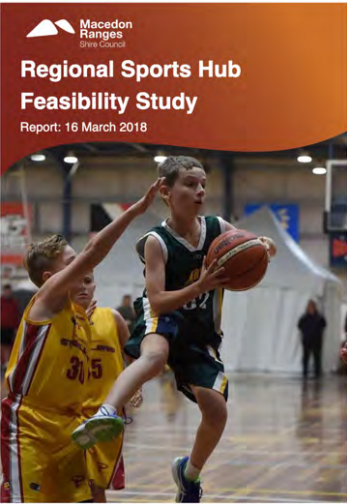
WOODEND RACECOURSE RESERVE MASTER PLAN JUNE 2025

Sport and Active Recreation Strategy. 2018-2028



- Described four themes with the following actions that may impact the WRR:
- Identify suitable dog off-leash areas to exercise and socialise dogs in the Shire
 - Support provision of a broad range of physical activity participation opportunities and programs through Council's existing leisure and community facilities (e.g. yoga, health and fitness, dance, martial arts etc.)
 - Implement actions from existing asset management plans in order to improve sport, recreation and leisure assets including ancillary infrastructure (e.g. reserve fencing, bollards, drainage, signage, lighting, car parking, goal posts, etc.).
 - Undertake an audit and develop a capital renewal plan for all senior AFL and soccer-football turf playing facilities (specifically the fields) and consider the facilities and standards at other junior and overflow facilities.
 - Progressively upgrade change rooms at sports fields to maintain asset and at the same time provide for female and umpire friendly facilities including netball change facilities where applicable. Prioritise senior AFL and soccer-football facilities
 - Consider implementation of completed feasibility study into the need for further indoor sports courts in the Macedon Ranges. Pursue Council adopted concept for a Sports hub (up to 6 indoor courts) at New Gisborne subject to Council budget imperatives and directions. Feasibility study recommends review of other stadium priorities once sports hub is operational. The timing and staging of implementation is considered as part of Council's budgetary processes.
 - Soccer-football - Ratio analysis (1:5,000) identifies that outdoor soccer provision should continue to be consolidated at existing sites and existing clubs within the shire (i.e. Dixon Field, Gisborne and Barkly Square, Kyneton) with no additional soccer venues or clubs proposed for the duration of the strategy. The Strategy recommends monitoring the demand for local soccer provision in Riddells Creek, Romsey and Woodend and if demand eventuates, explore options in the long term for the establishment of single pitches as training venues, utilising existing ovals and/or shared use of school ovals.

Macedon Ranges Sports Hub Feasibility Study 2018



Report noted that the site has the capacity for development of 2 additional courts over time as the local population and demand increases. It was proposed that development of these courts would follow the Stage 1 and Stage 2 development of courts (six courts) at the proposed Macedon Ranges Regional Sports Hub site.

The decision to develop these courts may be impacted by development and/or availability of new Courts flagged for development at the new Braemar College site near Woodend.

At the time of writing, indoor courts at Braemar College were not constructed.