



**Moorabool**  
Shire Council



**Council Plan  
2025–2029**









# Contents

<b>Introduction</b>	
Acknowledgement of Country	4
Access and Inclusion	4
About the Council Plan	5
Mayor and CEO message	6
 <b>Our community and Council</b>	
Community profile	8
Location	9
Our Councillors	10
Our vision and purpose	11
Council organisation	12
Business, tourism and investment	13
Integrated strategic planning framework	14
 <b>Our four-year Council Plan</b>	
Developing the Council Plan	16
Our structured approach	17
Objective 1:	18
Healthy, inclusive, and safe communities	
Objective 2:	20
A dynamic and resilient local economy	
Objective 3:	22
Places and spaces that meet the needs of our many and varied communities	
Objective 4:	24
Council that engages and adapts	
Community involvement and feedback	26



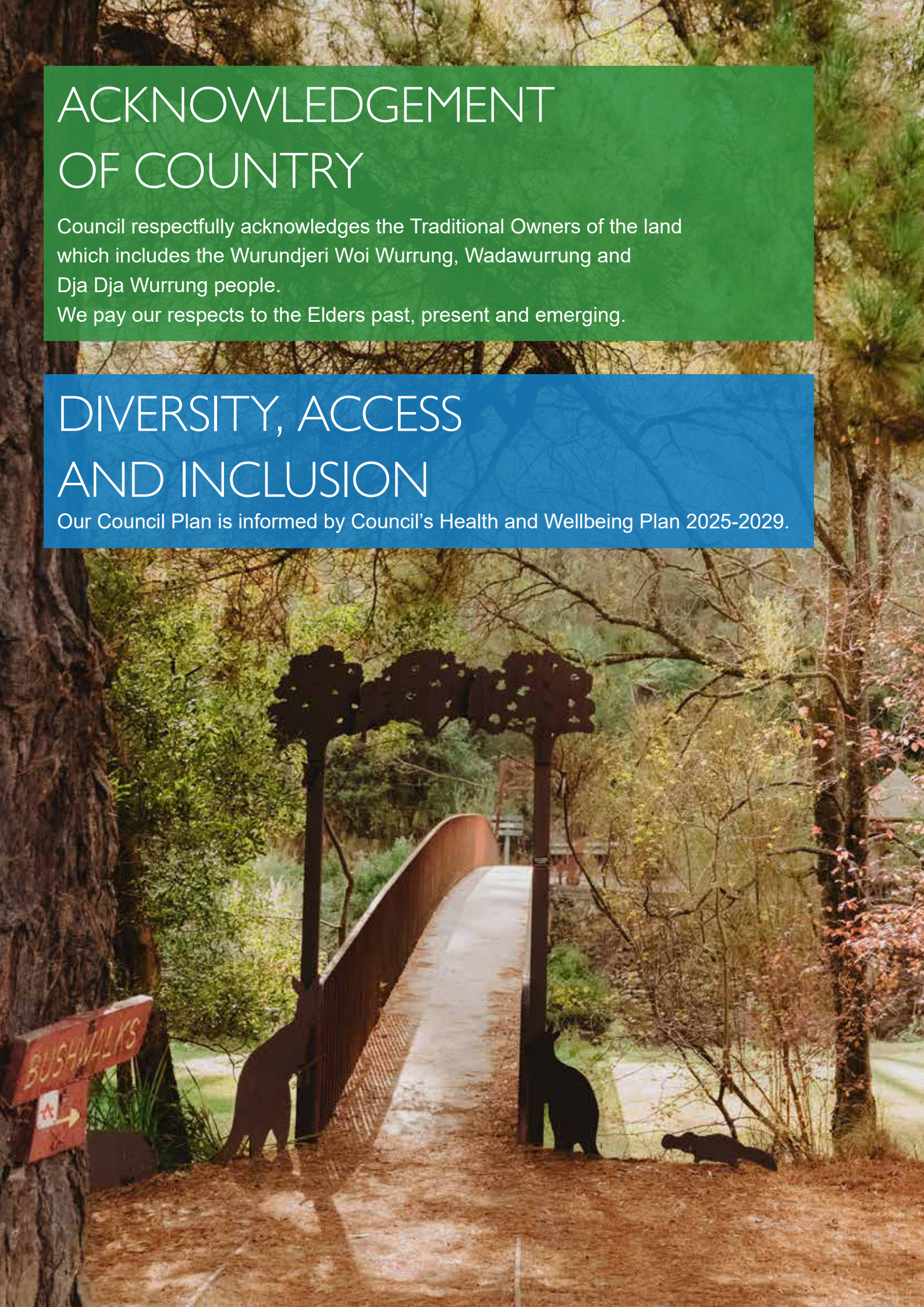
# ACKNOWLEDGEMENT OF COUNTRY

Council respectfully acknowledges the Traditional Owners of the land which includes the Wurundjeri Woi Wurrung, Wadawurrung and Dja Dja Wurrung people.

We pay our respects to the Elders past, present and emerging.

# DIVERSITY, ACCESS AND INCLUSION

Our Council Plan is informed by Council's Health and Wellbeing Plan 2025-2029.





# About the Council Plan

Our Council Plan supports the achievement of the 2030 Community Vision through strategic objectives and measurable actions over the next four years.

The Council Plan sits within our planning framework (page 14) and shows how we support its implementation through a resourcing strategy, service plans and operational plans.

We have also created a 10-year financial plan and a four-year budget that outlines our spending and revenue priorities to support the Council Plan.

As we embark on the journey towards delivering the 2030 Community Vision, we have determined the key strategic goals we need to focus on over the next four years in our Council Plan.

The Council Plan will be implemented through annual commitments set out in the Annual Report which will also include our performance.

In accordance with the Local Government Act 2020, this Council Plan will be integrated into the medium and long-term delivery of services to the community.



# A message from the Mayor and CEO



**We are proud to bring you Moorabool Shire's Council Plan for the 2025-2029 period – a Plan that provides the strategic focus for Council for the next four years.**

Council continues to focus on delivering on the promise of our 2030 Community Vision: Embracing our natural environment and lifestyle options to create an inspiring place for everyone to live, work and play.

The Council Plan details how we are going to go about delivering the Community Vision for our growing community.

Our resourcing and actions are based around four strategic priorities:

- Healthy, inclusive, and safe communities;
- A dynamic and resilient local economy;
- Places and spaces that meet the needs of our many and varied communities;
- A Council that engages and adapts.

Moorabool Shire faces a fairly unique set of challenges over the next decade.

By 2030 there will be about 14,000 more residents living in the shire. Such growth creates unprecedented challenges for infrastructure and service delivery. This growth means we need to carefully plan developments while maintaining the shire's unique rural charm.

Forces on a global scale around environmental sustainability are now a hugely important local concern. As a Council, we need to help create more sustainable lifestyles for our current and future communities.

Rapid advances in technology manifest numerous innovation opportunities – such as digital communications, how we deliver our services, planning and construction techniques, and advances in agriculture. However, limited resources can often mean that innovation occurs as much in our thinking as it does in adopting the latest technology.

While the last few years have been difficult at times, a hugely exciting period for the shire awaits.

We look forward to receiving your feedback on our 2025 – 2029 Council Plan.

Mayor **Cr Paul Tatchell**

CEO **Derek Madden**





**Our Community and Council**

# Community profile

Moorabool Shire is an increasingly popular choice for those seeking rural tranquillity with a mix of an urban lifestyle.

The current population of 40,339 is forecast to double in the next 20 years.

The municipality contains 64 settlements of varying sizes. These range from small towns, hamlets and farming settlements to the larger districts of Bacchus Marsh and Ballan.



## Our 64 beautiful localities

Bacchus Marsh	Ballan	Balliang	Balliang East	Barkstead	Barrys Reef	Beremboke	Blackwood
Blakeville	Bolwarrah	Bullarook	Bullarto South	Bunding	Bungal	Bungaree	Buninyong
Cargerie	Clarendon	Claretown	Clarke's Hill	Coimadai	Colbrook	Dales Creek	Darley
Dunstons	Durham Lead	Elaine	Fiskville	Glen Park	Glenmore	Gordon	Greendale
Grenville	Hopetoun Park	Ingliston	Korobeit	Korweinguboorra	Lal Lal	Leigh Creek	Lerderderg
Long Forest	Maddingley	Meredith	Merrimu	Millbrook	Mollongghip	Morrison's	Mount Doran
Mount Egerton	Mount Wallace	Myrning	Navigators	Parwan	Pentland Hills	Pootilla	Rowsley
Scotsburn	Spargo Creek	Springbank	Trentham	Wallace	Warrenheip	Wattle Flat	Yendon



## Location

Moorabool Shire is positioned along the major road and rail transport corridors between Melbourne and Adelaide. Its eastern boundary is located just 40km west of Melbourne's CBD and extends westwards to the City of Ballarat municipal boundary.

The shire straddles Victoria's Western Highway and has excellent transport access to Melbourne, Ballarat and Geelong.

Bacchus Marsh is equidistant to Melbourne and Avalon airports and close to the seaports of Geelong and Melbourne.

## Moorabool Shire



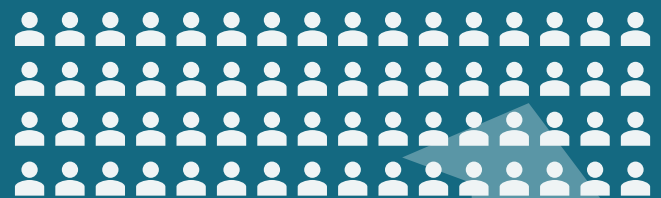
## The challenge

Part of Peri-Urban Councils Victoria, Moorabool Shire faces a significant financial challenge in funding this population growth from its current rates base.

For instance, Moorabool Shire is responsible for maintaining and building a road network that stretches the equivalent distance from Melbourne to Newcastle. However, it has less than one third of the rates revenue that regional city councils can access to fund its road construction and maintenance requirements.

The financial challenge will be exacerbated in peri-urban shires like Moorabool, as the burden of service provision will fall disproportionately on them in the future.

To 2031, the peri-urban region is forecast to grow by an average of 45.3%. By way of comparison, other better funded regional councils, with larger revenue streams, will experience growth of 26.7%. The shire's unprecedented and sustained growth presents significant infrastructure challenges for both existing gap funding and new infrastructure to cater to the growing population's needs and expectations.



**2046** 73,000 people



**2031** 48,000 people



**2021** 36,000 people



**2011** 29,000 people



# Our Councillors

Moorabool Shire is represented by nine Councillors, and is unsubdivided with no wards. Councillors are elected every four years, and a Mayor is elected every 12 months.



Cr Paul Tatchell  
Mayor



Cr Rod Ward  
Deputy Mayor



Cr Ally Munari



Cr Jarrod Bingham



Cr John Keogh



Cr Moira Berry



Cr Sheila Freeman



Cr Steven Venditti-Taylor



Cr Tom Sullivan





# Our vision, purpose and values



## Vision

We embrace our natural environment and lifestyle options to create an inspiring place for everyone to live, work and play.

**Our Vision captures a dedication to achieve the shared aspirations of the community.**

## Values

### I C A R E

**Integrity  
Creativity  
Accountability  
Respect  
Excellence**

Our Values help us build strong relationships internally, with the community and partners.

## Purpose

Council exists to co-design local solutions that enable our communities to prosper now and into the future.

### We do this by:

- Providing good governance and leadership;
- Minimising environmental impact;
- Stimulating economic development;
- Improving social outcomes.

**Our Purpose describes how we approach each day to achieve our goals towards this Vision.**



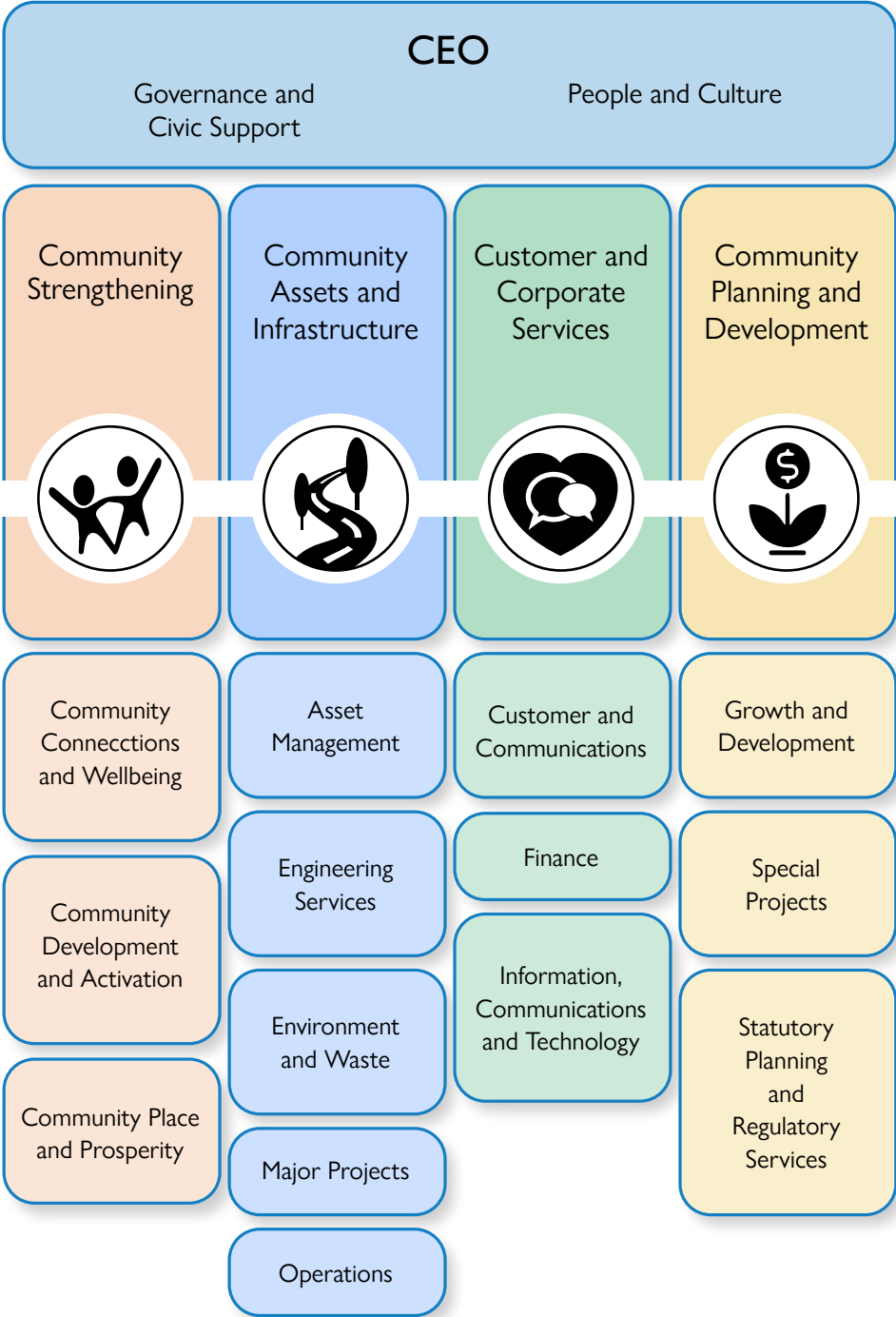
# Council organisation and team structure

Moorabool Shire Council is led by a leadership team of key staff - the Chief Executive Officer, three General Managers and two Executive Managers.

The organisation also employs third-tier managers who make up the Senior Management Team.

This team manages the day-to-day operational activities of the organisation to deliver the core corporate goals as stipulated in the Council Plan.

Please refer to our website for any updates to staffing and structure.





# Business, tourism and investment

The diversity of Moorabool's economy, from agriculture through to professional services, underpins our economic resilience. Whilst sustaining our unique regional/rural lifestyle, we leverage our enviable ease of access to Melbourne, Ballarat and Geelong.

Economic development holds a pivotal role in connecting local people to jobs, identifying infrastructure priorities to leverage future investment (such as in Parwan), branding the experiences for visitors in accessing Shire attractions and collaborating with local industry and regional stakeholders to build capacity and unlock growth.

Moorabool's prospective industries include agriculture – primary production, agribusiness – processing and value adding, health services, tourism, education, retail, and professional and business services. Many supporting industry sectors are anticipated to thrive due to the increased customer base driven by population growth.

The liveability of the shire is key to attracting higher value workers and businesses.

Aspects such as housing, skills, transport, access to community infrastructure, culture, health, the natural environment and social capital all influence the economic sustainability of Moorabool.

Liveability and visitability are two sides of the same coin – as such tourism and awareness of the Shire's brand are key to our vision for growth.

By leading economic development in the shire, Council is positioned as a champion of growth.

As well as facilitating and advocating for investment, Council provides support, networking and training for business, along with digital and traditional marketing campaigns to promote the value of spending locally, and the Shire's visitor experiences.

The creation of a new Economic Development Strategy, and a separate Visitor Economy Strategy, will deliver a pathway to further success and growth for Moorabool's economy.

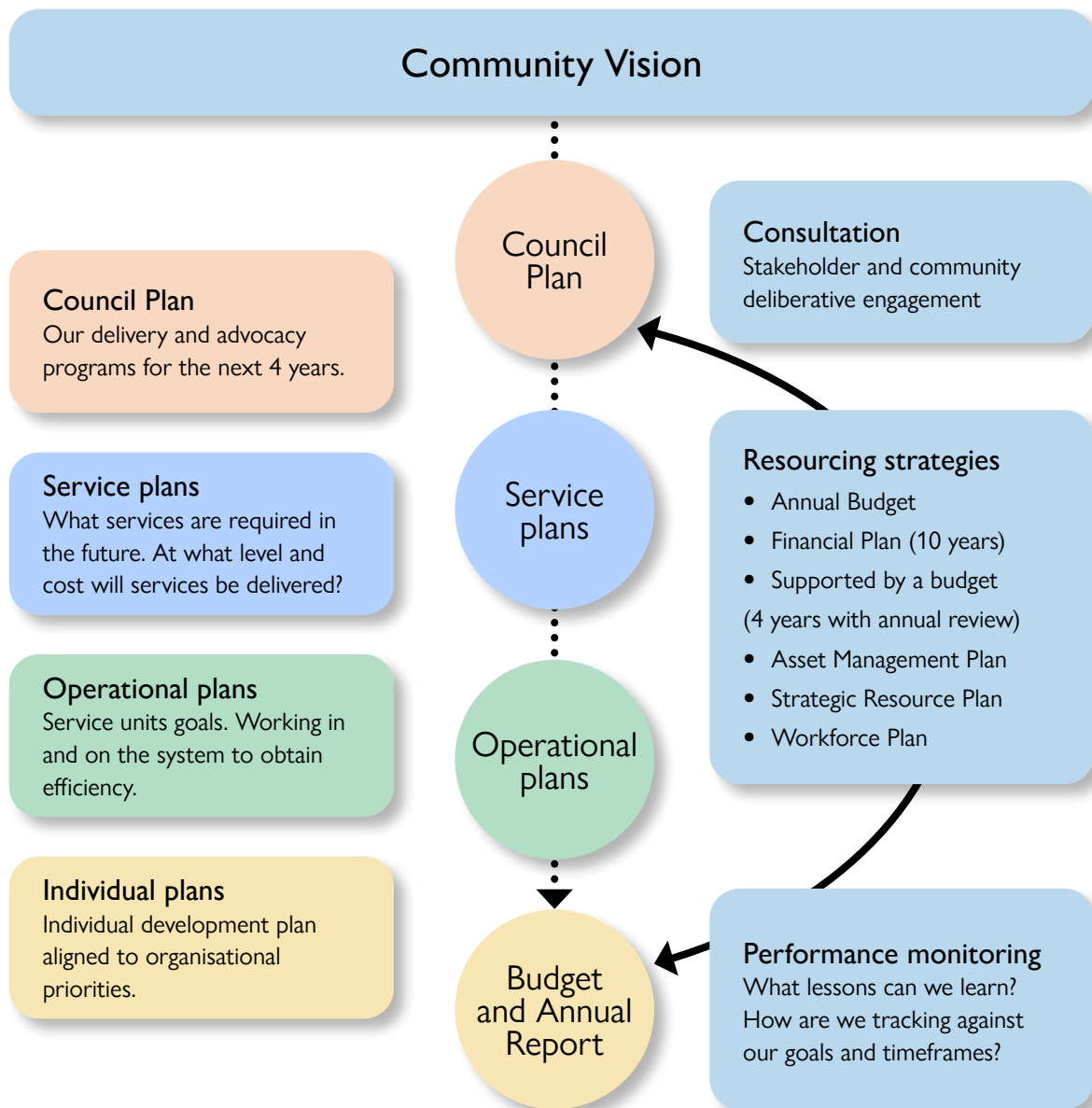




# Our integrated strategic planning framework

Our planning framework illustrates how we link the operational functions of our services to resource and finance the ongoing delivery of the Council Plan. The Local Government Act 2020 requires councils to take an integrated approach to strategic planning and reporting.

This new approach recognises that planning must be holistic and driven by the community. It ensures we share a clear vision to guide collaborative working, partnerships and advocacy opportunities. It helps Council build accountability and demonstrate value back to the community on an annual basis.







## Our four-year Council Plan



# Developing the Council Plan



The Council Plan galvanises the shared aspiration of the Community Vision to create the strategic goals and actions for the next four years.

Through our Municipal Strategic Statement, we capture where we want to be in the next four years as we work towards the longer-term Community Vision for 2030.

Our Council Plan will focus on three strategic goals that are aligned with the five key themes identified in the 2030 Community Vision.

These were decided upon after deliberative engagement with the community and subsequent Councillor endorsement.

In creating this Council Plan, Council has completed a Gender Impact Assessment (GIA), as per its requirements under the Gender Equality Act 2020.

The actions that sit within this Plan, where they relate to policies, programs and services that have a direct and significant impact upon our community, will also have GIAs completed as per the same Act.

## Monitoring and learning

We want to make sure that we are continually meeting the objectives in the Plan and measuring community satisfaction.

To do this we have established a number of different criteria to measure our performance and look for areas of improvement.

## 4 Years

### Our 2029 Strategy Statement

We will be a financially responsible Council that listens to and advocates for our communities, while promoting and enhancing our Shire. We will deliver services that best serve our many and varied communities and support the local economy.

## 10 Years

### Our Community Vision Statement

We embrace our natural environment and lifestyle options to create an inspiring place for everyone to live, work and play.

### The four strategic objectives of our Council Plan

1

Healthy, inclusive, and safe communities

2

A dynamic and resilient local economy

3

Places and spaces that meet the needs of our many and varied communities

4

A Council that engages and adapts



# Our structured approach



The following pages break down our strategic approach towards delivering the Council Plan over the next four years.

There are four distinct objectives that describe the future we are seeking to achieve. Each objective is then structured as follows:

- The indicators and specific measures to reflect performance;
- The three key priorities for each objective;
- Distinct actions for how we plan to reach the objective.

We will track our progress through different performance indicators that we publish in our Annual Report.

## Performance towards our objectives

### 1. Our shire dashboard

There are certain measures that fall outside of our control but help us understand how certain objectives are tracking at a local government level.

### 2. Council indicators

Measure the results (and to some extent impact) of Council's work and are (mostly) within the direct control of the Council.

## Data and sources

Data to measure performance will be drawn from Council operational data, survey results, Victorian Government data and Australian Bureau of Statistics.

This collection of indicators will be reviewed for statistical reliability and appropriateness on a regular basis. Data collected over a period of time will be utilised to improve Council's performance.

Council will continue to further develop and improve the way performance and results are measured and reported.





## OBJECTIVE

# 1.

**Healthy,  
inclusive,  
and safe  
communities**

## Our Three Priorities And The Actions We Will Take For Each

### 1 Improve access to services for all communities

Actions	Year(s)
▪ Implement relevant actions from the Young Communities Strategy 2024-2028	2025-29
▪ Develop a Library Strategy that responds to current and emerging community needs	2026-29
▪ Develop a social and community planning framework for services and programs that responds to current and emerging community needs	2025-29
▪ Develop a Volunteer Strategy designed to attract and retain volunteers	2025-29
▪ Develop a plan to identify and attract community and service providers to our facilities	2025-29

### 2 Improve the health, safety and wellbeing of the shire

Actions	Year(s)
▪ Implement relevant actions from the Health and Wellbeing Plan	2025-29
▪ Deliver a technology-driven community safety program	2025-29
▪ Promote the use of the Safer Design Guidelines for Victoria in all relevant development within the shire	2025-29
▪ Renew the Road Safety Strategy	2026
▪ Review the Municipal Emergency Management Plans	2026

### 3 Improve access and opportunities for all modes of transport

Actions	Year(s)
▪ Develop a Road Network Development Strategy	2027
▪ Review the Bacchus Marsh Integrated Transport Strategy	2028
▪ Develop a Footpath Construction Plan	2027

## Measures

### Involving our communities in advocacy and responsible decision-making.

▪ Increase in community health and wellbeing as per the Health and Wellbeing Plan
▪ Socio Economic Indexes for Areas (SEIFA) Index for Moorabool Shire
▪ User experience with Council community services such as libraries and Maternal and Child Health
▪ Council data collected for participation in maternal and child health services, library services and youth services



A photograph of a man and a young girl at an outdoor market stall. The man, wearing sunglasses and a denim jacket over a red plaid shirt, is smiling and looking down at a jar of orange jam on a table. The girl, wearing a brown t-shirt with the text 'CALL MY AGE' and a straw hat, is looking up at him. The table is covered with a red cloth and has several jars of jam and a coffee cup. In the background, other people and market stalls are visible under a white canopy.

**OBJECTIVE**

**2.**

**A dynamic  
and resilient  
local  
economy**



## Our Three Priorities And The Actions We Will Take For Each

### 1 Grow local industry, employment and business opportunities

Actions	Year(s)
▪ Implement relevant actions from the Economic Development Strategy 2024-2027	2025-27
▪ Implement the Retail Strategy into the Moorabool Planning Scheme	2025-29
▪ Review the Economic Development Strategy 2024-2027	2027-29
▪ Work with the Victorian Government to prepare the Parwan Employment Precinct Structure Plan	2025-29

### 2 Attract and retain investment in the shire

Actions	Year(s)
▪ Finalise and implement the Investment Attraction Strategy to improve local employment opportunities	2025-29
▪ Implement relevant actions from the Visitor Economy Strategy 2024-2027	2025-27
▪ Review the Visitor Economy Strategy 2024-2027	2027-29

### 3 Make the most of the shire's unique location and attributes to help drive visitation

Actions	Year(s)
▪ Implement relevant actions from the Heritage Strategy 2024-2028	2025-28
▪ Review Heritage Strategy 2024-2028 and consider development of a successive strategy	2028-29
▪ Establish a shire tourism brand and online presence	2025-29

## Measures

Supporting jobs, tourism, and sustainable economic growth.

▪ Increase in number of local jobs created
▪ Increase in number of visitors to Moorabool Shire
▪ Increase spend within the Shire



## **OBJECTIVE**

# **3.**

**Places and spaces that meet the needs of our many and varied communities**



## Our Three Priorities And The Actions We Will Take For Each

### 1 Enhance the natural and built environment

Actions	Year(s)
▪ Develop a Master Plan for the proposed Civic Precinct in central Bacchus Marsh	2025-29
▪ Investigate feasibility of a Lerderderg Library expansion	2025-29
▪ Develop a Public Art Plan to celebrate the shire's unique identity	2026-28
▪ Promote the use of Environmentally Sustainable Design guidelines in all relevant development within the shire	2025-29
▪ Review the Street Tree Strategy	2026-27
▪ Develop a Playspace Strategy	2028-29
▪ Develop a Waste Transition Plan in response to new waste service standards	2025-26
▪ Implement the Waste Transition Plan	2027
▪ Develop a Lal Lal Falls Master Plan	2026-27

### 2 Align services to meet the needs of the community

Actions	Year(s)
▪ Implement the Rural Land Use Strategy into the Moorabool Planning Scheme	2025-27
▪ Prepare a town centre structure plan for Ballan to build on local services and character	2026-28
▪ Work with the Victorian Government to prepare and progress the Merrimu Precinct Structure Plan	2025-29
▪ Progress options to deliver sustainable growth of Bungaree and Wallace townships	2025-29
▪ Advocate to the Victorian Government to include preparation of a Structure Plan for Parwan Station Precinct in the future work program	2026-29
▪ Continue to implement actions from the Small Town Improvement Strategies	2025-29
▪ Continue to deliver relevant actions from the Recreation and Leisure Strategy	2025-29

### 3 Facilitate opportunities for the community to gather and celebrate

Actions	Year(s)
▪ Implement relevant actions from the Arts and Culture Strategy 2021-2025	2025
▪ Review Arts and Culture Strategy 2021-2025	2025-27
▪ Facilitate opportunities to highlight our advocacy successes	2025-29

## Measures

Enhancing liveability, sustainability and the distinctive character of our shire.

▪ Delivery of capital works program
▪ Reduction of asset renewal gap (LGPRF)
▪ Volume of kerbside collection waste diverted from landfill (LGPRF)



**OBJECTIVE**

**4.**

**A Council  
that engages  
and adapts**



## Our Three Priorities And The Actions We Will Take For Each

### 1 Listen, understand and advocate for community needs

Actions	Year(s)
▪ Review the Customer Experience Strategy	2028-29
▪ Review the existing Community Engagement Policy and Framework	2025-26
▪ Deliver strong advocacy to drive improved infrastructure and services for the shire	2025-29

### 2 Align services and resources to sustainably meet the needs of our community

Actions	Year(s)
▪ Develop a Communications Strategy that supports and enhances our brand	2025-29
▪ Review the Long-Term Financial Plan	2028-29
▪ Review the 10-year Asset Plan	2028-29
▪ Review the Revenue and Rating Plan 2025-2029	2025-29
▪ Review the Community Vision and develop a new Council Plan	2028-29

### 3 Focus resources to deliver on our service promise in a sustainable way

Actions	Year(s)
▪ Continue to be transparent and increase visibility in Council decision-making	2025-29
▪ Continue to be transparent and increase visibility of Council's performance	2025-29
▪ Explore opportunities for technology-driven efficiency gains	2025-29
▪ Review and implement a new Strategic Workforce Plan	2025-26

## Measures

### Involving our communities in advocacy and responsible decision-making.

▪ Community satisfaction with Council's community consultation and engagement (LGPRF)
▪ Financial sustainability (LGPRF)
▪ Proportion of capital works program funded by external grants
▪ Community satisfaction with overall Council performance (LGPRF)
▪ Community satisfaction with Council decisions (LGPRF)
▪ Employee experience / staff turnover (LGPRF)





# Community involvement and feedback

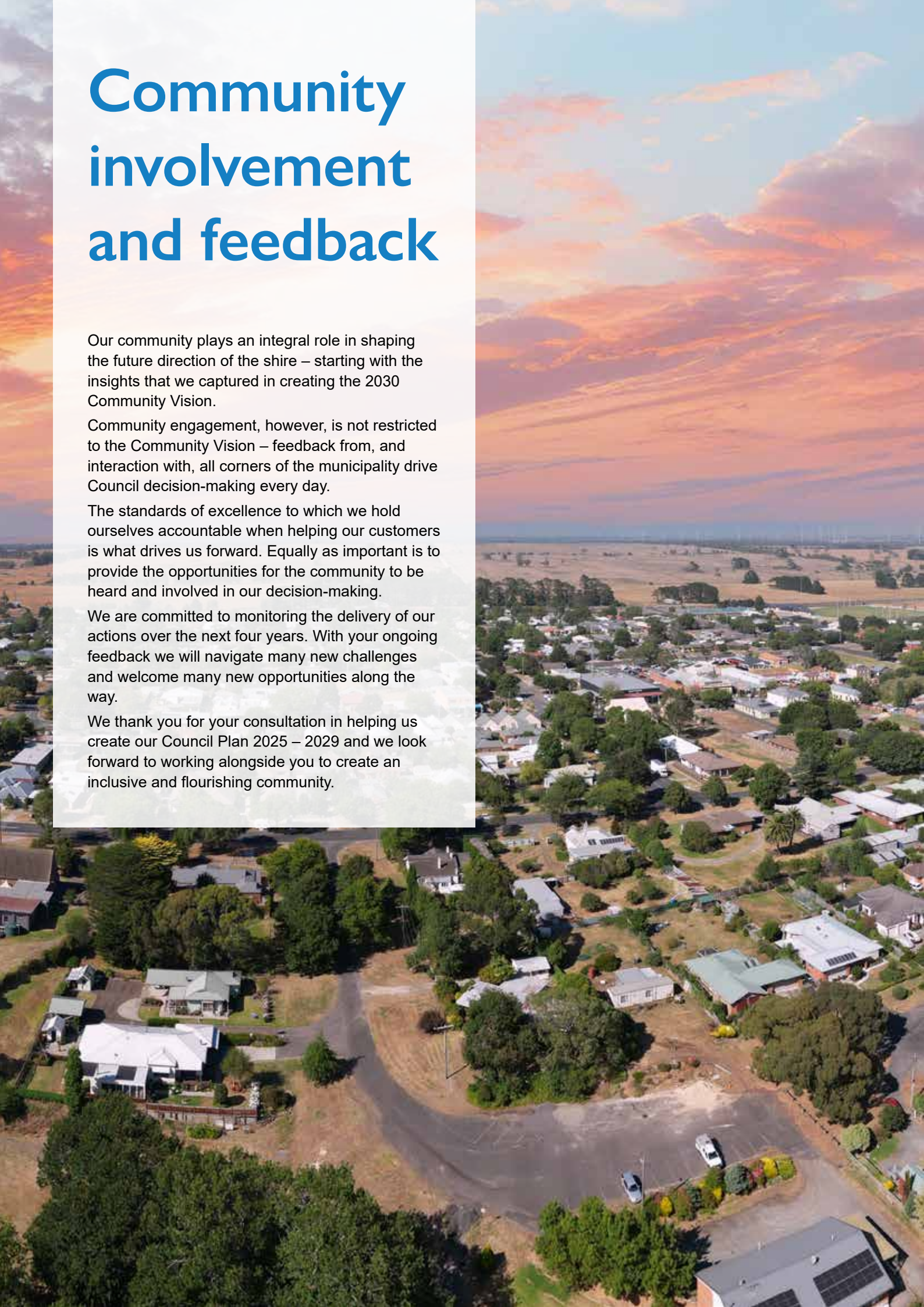
Our community plays an integral role in shaping the future direction of the shire – starting with the insights that we captured in creating the 2030 Community Vision.

Community engagement, however, is not restricted to the Community Vision – feedback from, and interaction with, all corners of the municipality drive Council decision-making every day.

The standards of excellence to which we hold ourselves accountable when helping our customers is what drives us forward. Equally as important is to provide the opportunities for the community to be heard and involved in our decision-making.

We are committed to monitoring the delivery of our actions over the next four years. With your ongoing feedback we will navigate many new challenges and welcome many new opportunities along the way.

We thank you for your consultation in helping us create our Council Plan 2025 – 2029 and we look forward to working alongside you to create an inclusive and flourishing community.





# Moorabool Shire Council

---

Ballan  
Principal office  
15 Stead Street, Ballan  
Victoria 3342

Darley  
Civic and Community Hub  
182 Halletts Way, Darley  
Victoria 3340

Bacchus Marsh  
Lerderderg Library – Customer Service desk  
215 Main Street, Bacchus Marsh  
Victoria 3340

---



/mooraboolshirecouncil



@mooraboolshirecouncil



moorabool-shire-council



moorabool.vic.gov.au/antenna

---

## Accessibility

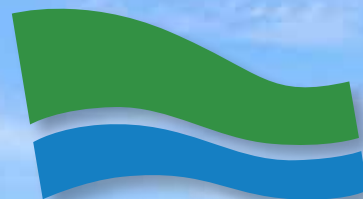
To view this publication in an alternative format or to get in touch, please contact Moorabool Shire Council on:

Phone (03) 5366 7100

Email [info@moorabool.vic.gov.au](mailto:info@moorabool.vic.gov.au)

Online [moorabool.vic.gov.au](http://moorabool.vic.gov.au)

Interpreter and TTY services available



**Moorabool**  
Shire Council

