

# Macedon Ranges 2013 Business Survey Analysis



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# Executive Summary

## Overview

Since 2009, the Macedon Ranges Shire Council has undertaken a biennial business survey to identify the ways in which Council can better support businesses in the Shire, and to improve Council's understanding of the opportunities and challenges faced.

The 2013 Macedon Ranges Business Survey is the third to be undertaken and provides the opportunity to analyse data from three consecutive financial years - 2007/08 (**2009**), 2009/10 (**2011**) and 2011/12 (**2013**).

Results from previous surveys have influenced the development of projects by Council's Economic Development & Tourism Department, including the Online Business Directory and Professional Development Calendar as well as plans and strategies such as the Business Centre Feasibility Study.

## Methodology

The Australian Business Register (ABR) lists 4,492 businesses based in the Macedon Ranges Shire. However only 3,926 were deemed to be currently operating with valid GST registrations and ABNs.

In May 2013, these 3,926 businesses were directly mailed a copy of the 2013 Macedon Ranges Business Survey and invited to participate. The survey was also available online for the first time via Survey Monkey and promoted through local newspapers, Council's website, radio, business functions/events, community newsletters, business database, E-News and at all Council offices.

Of the 3,926 surveys sent, 340 were returned undelivered and a further 29 businesses stated that they did not operate in the Shire. This resulted in a total of 3,557 individual businesses eligible to participate in the survey.

391 valid responses were received which equated to a sample of 11% of all businesses in the Shire. The response to previous surveys were 305 (**2011**) and 411 (**2009**).

Compared with recent Australian Bureau of Statistics counts of jobs and enterprises in the Shire (ABS, 2011), the survey responses are a statistically valid representation across industry sectors.

The structure of the 2013 survey questions were based on those asked in 2011 and 2009. However, to reflect the evolving changes in the business sector, and the introduction of new technologies over the past four years, various questions have been either added or replaced.

Where possible, comparisons with the previous surveys have been made, although in some cases, data were not available or response sizes were too small to make meaningful analysis across all three years. Consequently, comparisons are only provided where there were acceptable sample sizes.

As with previous surveys, the respondents were predominantly from home-based businesses - 57% (**2013**), 54% (**2011**) and 64% (**2009**). This is particularly high when compared with those who have stated that they work from home in the last three Australian Bureau of Statistic (ABS) Censuses (averaging 6%).

The representation of small businesses was also higher than the ABS 2011 Census data that stated the average size of businesses in the Macedon Ranges was 4.97 full-time equivalent (FTE<sup>1</sup>) workers compared to the survey results that equated to 1.4 FTE.

However, as response to all three surveys has consistently been dominated by small home-based businesses, any measurable trends or key findings could be deemed comparable.

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<sup>1</sup> FTE: full-time equivalent. This has been calculated by assuming the following: 1 full-time job = 1 FTE; 1 part-time job = 0.5 FTEs; and 1 casual job = 0.25 FTEs.

## Context

The Macedon Ranges 2013 Business Survey Analysis reflects the structure of the survey by presenting the key findings under the following themes:

- Profile of Local Businesses
- Home-based Businesses
- Employment
- Marketing & Networks
- Council Services
- Business Practice, Performance and Outlook

## Highlights

### Profile of Local Businesses

Of the responses, 16% were from Retail businesses, followed by 13% from Agriculture and 11% from Professional, Scientific and Technical Services. Of the respondents:

- 62% own their own premises;
- An average of 51% of income was derived from within the Shire (up from 37% in 2011); and
- 13% of respondents export some of the output and a further 7% are interested in doing so.

### Home-based Businesses

- 57% of survey respondents work from home;
- Main reasons for working from home were flexible working hours (33%), and to keep operating costs low (28%); and
- 61% indicated high-speed internet as the most important service needed by home-based businesses. This was followed by administrative or other support (11%).

### Employment

- Of the respondents that employ staff: 47% of employees were full-time, 25% part-time and 28% casual;
- Employment growth over the last year has been fastest in Arts and Recreation (up by 23% overall); followed by Utilities (22%) and Wholesale Trade (20%);
- Overall one in five respondents (21%) have had difficulty in recruiting staff with the Accommodation and Food Services sector having the most difficulty (33%); and
- Word of mouth was cited by 59% of respondents as the main method of recruiting staff.

### Marketing and Networks

- 75% of respondents use websites to advertise, 42% currently use Council's Online Business Directory and 34% use local newspapers;
- 50% are currently a member of a business network or association and a further 10% are interested in joining one; and
- One in five respondents (19%) has been nominated for a Macedon Ranges Business Award with most participants coming from the retail sector.



## Council Services

- 62% of respondents used Council's Online Business Directory. This was followed by professional development networks and seminars (48%); the E-Newsletter (46%); and networking opportunities (46%);
- Of those who had accessed services provided by Council's Economic Development & Tourism Department, 85% said the service had met their expectations;
- The most important topics sought for professional development workshops were marketing (50%); social media (38%); business planning (37%); and tax advice (33%); and
- 34% would prefer to have Council-facilitated training sessions run after 7pm.

## Business Practice, Performance and Outlook

- 79% of all respondents indicated they included some form of sustainable practice in their business operations (this compares with 36% of respondents in 2011);
- 17% said they would benefit from having access to a co-working space or business centre;
- 70% of respondents said their gross income (turnover) had increased over the last year;
- 53% of respondents expect to expand their business within the next year, mostly via product diversification (64%) or advertising campaigns (54%); and
- The main constraints to expansion are limited markets (44%), access to finance (44%) or recruitment difficulties (19%).



# 1. Profile of Local Businesses

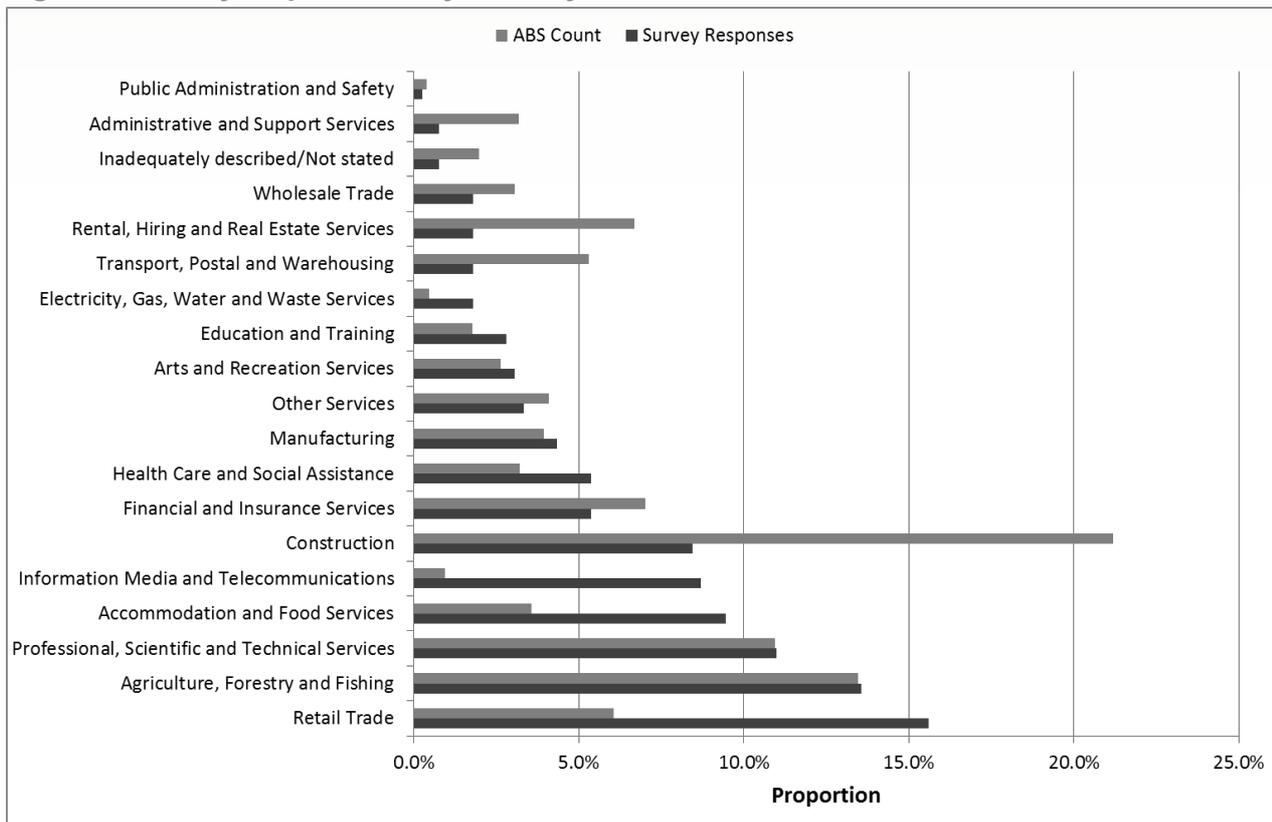
## 1.1 Overview of Survey Respondents

A total of 3,557 individual businesses were eligible to participate in the 2013 Macedon Ranges Business Survey. Of these, 391 valid responses were received which equated to a sample of 10.9% of all businesses in the Shire.

Of the responses received, 16% (or 61 responses) were from Retail businesses, followed by 14% (53) from Agriculture and 11% (43) from Professional, Scientific and Technical Services. Other industries that provided large and reliable statistic data were Accommodation and Food Services (9%); Information, Media and Telecommunications (9% or 34). and Construction (8% or 33);

Figure 3 compares the survey response numbers with the number of businesses, by industry, as categorised by the Australian Bureau of Statistics (ABS) in 2011. When compared to the ABS classification of industries, there is an apparent over-representation of Accommodation and Food Services, Retail, and Information, Media and Telecommunications; and an under-representation of Construction, Transport, Postal and Warehousing and Rental, Hiring and Real Estate Services.

Figure 1 Survey respondents by industry<sup>2</sup>



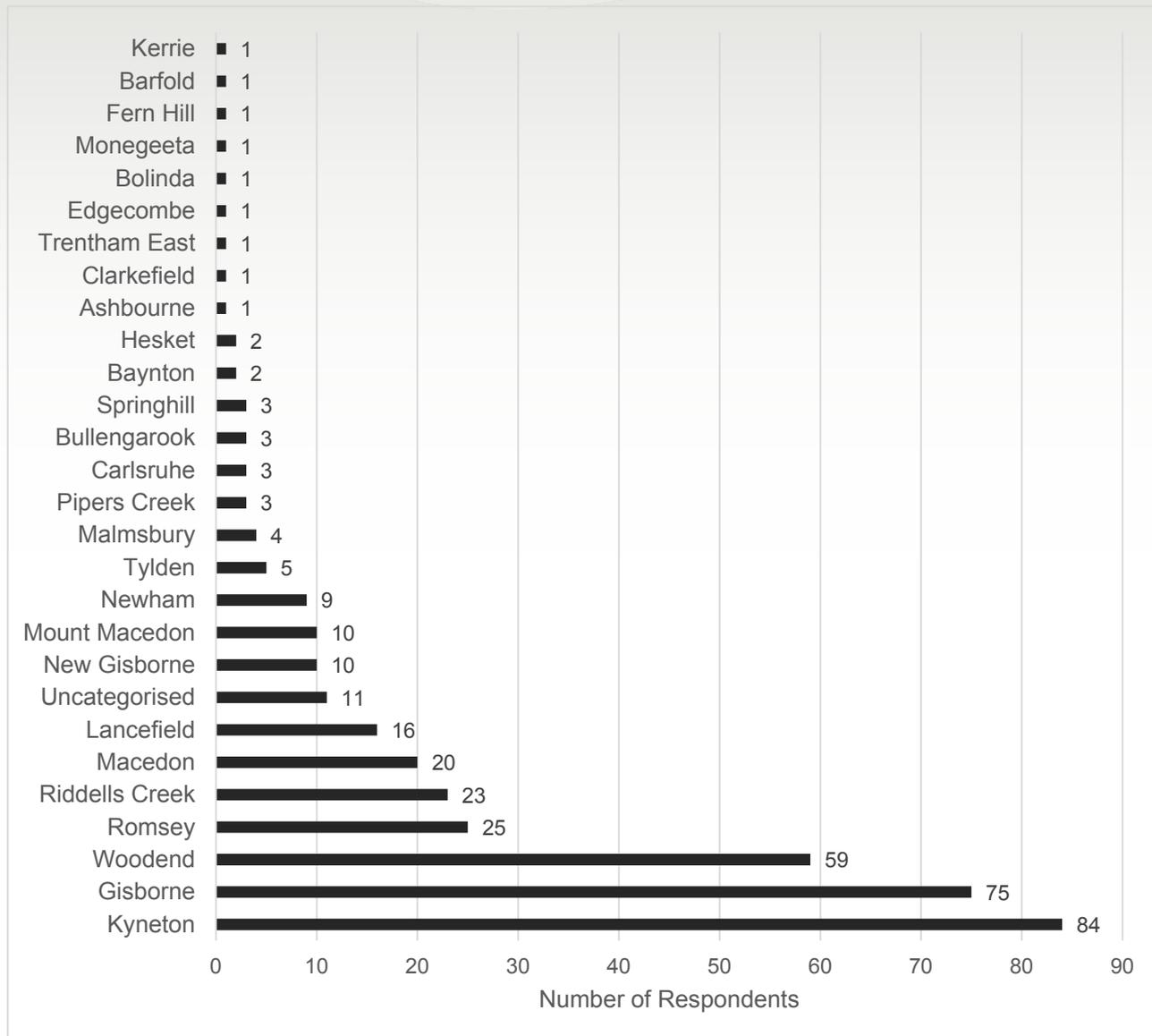
While there is some notable over and under-representation by industry, the survey data is still a statistically valid sample from the *total* business community. Moreover, when compared with Gross

<sup>2</sup> Industries categorized under the Australian and New Zealand Standard Industrial Classifications (ANZSIC) system. A list of these classifications at two-digit level is available at Appendix 3.

Regional Product<sup>3</sup> and employment by industry<sup>4</sup>, the survey respondents are also statistically representative of the Macedon Ranges economy.

Figure 2 shows, the location of survey respondents demonstrating the majority were from Kyneton (84), Gisborne (75) and Woodend (59).

**Figure 3 Survey respondents by location**



<sup>3</sup> Gross Regional Product is the market value of all goods and services produced within a defined region/area over a given period. It has been calculated using Geografia Scenario Planner which is a dynamic systems model developed through a software-based tool. Estimates are not available for previous surveys.

<sup>4</sup> As measured by the ABS at the 2011 Census.

## 1.2 Business Premises

As with previous surveys, a very high proportion of survey respondents (59%) stated they were home-based businesses. This is a particularly high number when compared with those who have reported working from home in the last three ABS Censuses (averaging 6%).

This is reflective in the majority of survey respondents own, rather than rent, the premises from which they work (Table 1).

Table 1 Business premises tenure

Tenure	2009	2011	2013
Owns premises	53%	57%	62%
Rents premises	36%	30%	28%

Table 2 shows that less than one in ten of the businesses surveyed were solely internet-based<sup>5</sup>.

These were primarily all home-based from the Retail, Information Media and Technology and Professional Services sectors. These low results however may also be reflective of the limited access to high-speed internet within the Shire.

Table 2 Proportion of internet-based businesses<sup>6</sup>

Tenure	2013
Business based solely on internet	7%
Other businesses	93%

## 1.3 Location of Markets and Suppliers

When asked where their income was generated (i.e. where their markets were) 52% of respondents stated their income was from within the Shire. This was followed by Metropolitan Melbourne (39%) and elsewhere in Australia (28%)<sup>7</sup>.

The high percentage of income generated locally is broadly consistent with previous surveys; 49% (2011) and 41% (2009).

When asked where supplies were sourced<sup>8</sup>, 48% of respondents stated Metropolitan Melbourne, 45% stated within the Macedon Ranges and 34% stated online<sup>9</sup>. Figure 4 summarises these results.

<sup>5</sup> This question was not included in the 2009 or 2011 business surveys.

<sup>6</sup> This question was not included in the 2009 or 2011 business surveys.

<sup>7</sup> Note that average values reported in this question do not sum to 100% due to the question not being answered fully by every respondent.

<sup>8</sup> This question was not included in the 2009 or 2011 business surveys.

<sup>9</sup> It must be acknowledged that online and mail order responses may include local suppliers as the location of online/mail order sources were not provided.

**Figure 4 Location of suppliers and market for local businesses**

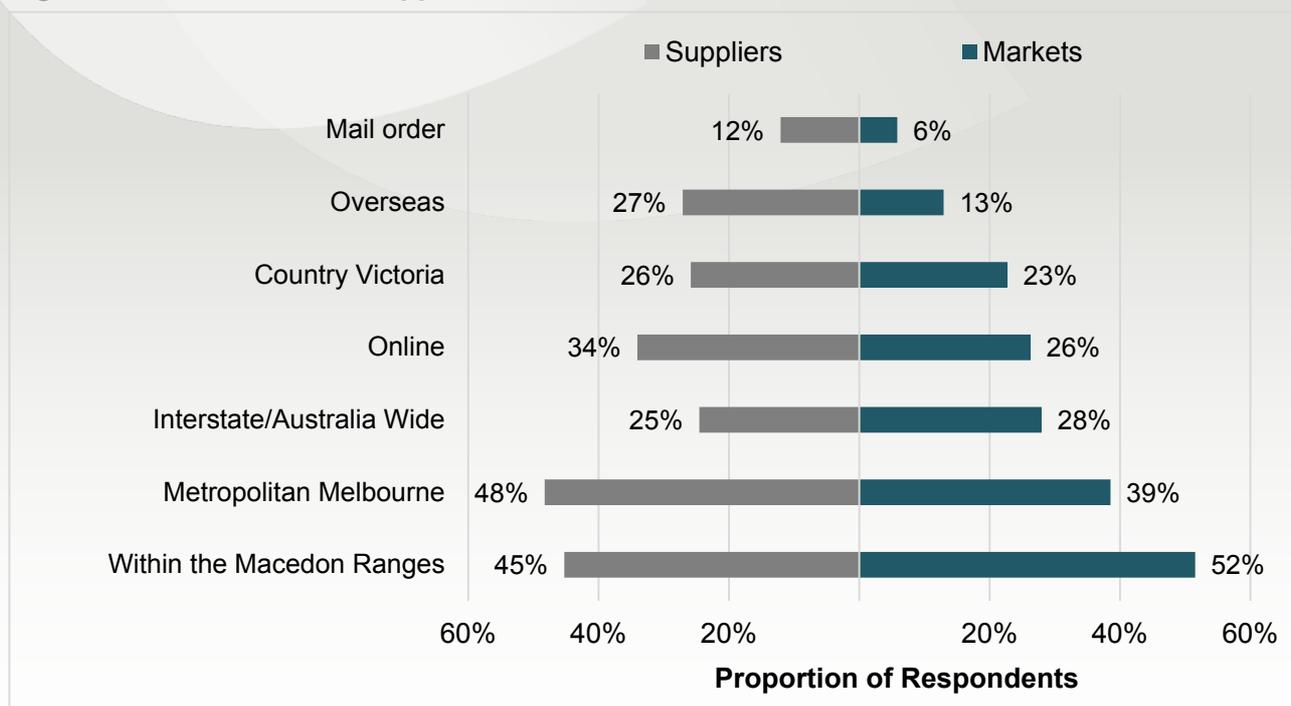


Table 3 lists the major locations of the income that was generated from overseas markets<sup>10</sup>. 13% of survey respondents indicated some proportion of their income was generated from overseas which was an increase of 10% from 2011 results (3%). An additional 7% of respondents indicated they were interested in exploring international markets in the future.

The main sectors of the respondents that generated income from overseas were: Accommodation & Food Services (23%), Retail Trade (18%), Information Media & Technology (18%), Professional Scientific & Technical (13%) and Manufacturing (10%).

**Table 3 Major locations of the income that was generated from overseas**

Country/Region	Number of Respondents	Percentage
USA	18	16.5%
UK	16	14.7%
New Zealand	10	9.2%
Hong Kong	6	5.5%
Canada	4	3.7%
Japan	4	3.7%
Singapore	4	3.7%
Europe (unspecified)	4	3.7%
France	3	2.8%
Germany	3	2.8%
Malaysia	3	2.8%
Rest of world	27	24.8%

<sup>10</sup> This question was not provided in the 2009 or 2011 business surveys.

## 2. Home-Based Businesses

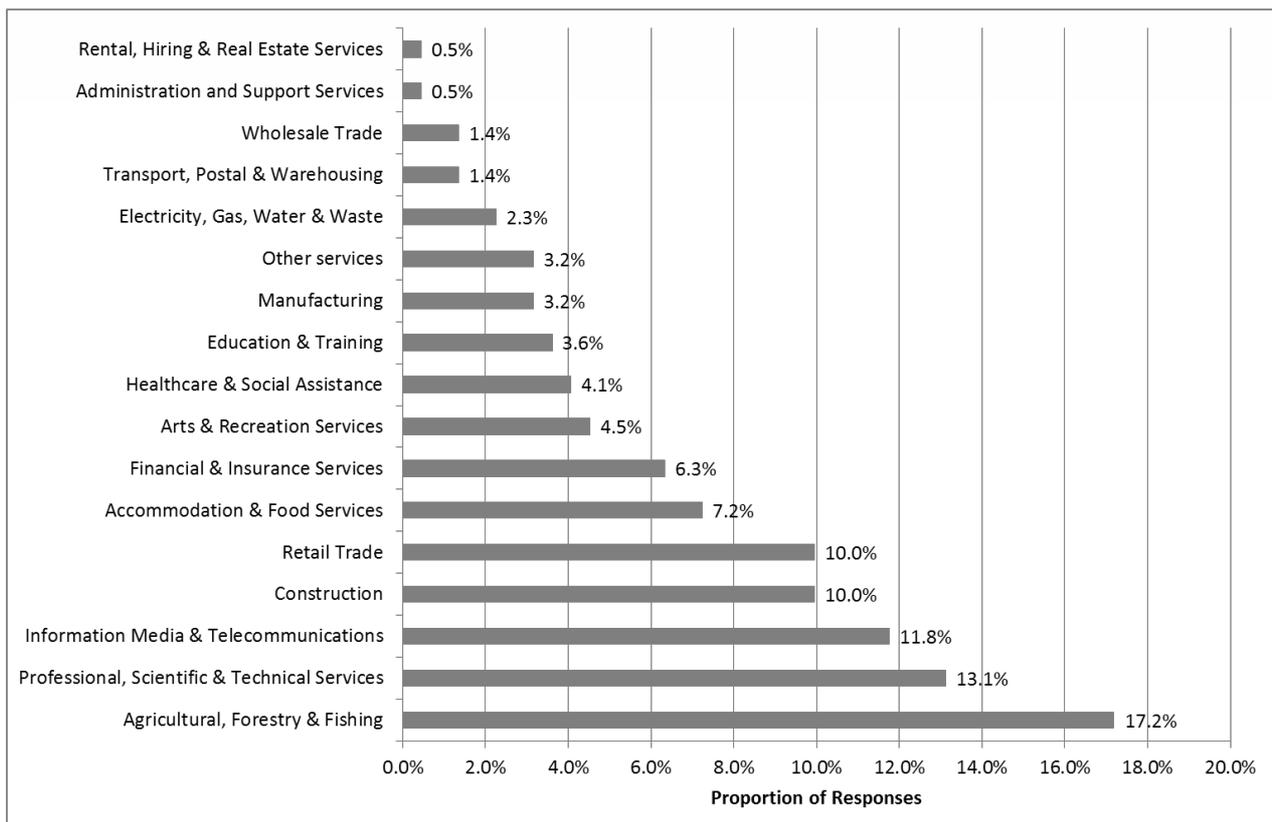
As shown in Table 4, a very high proportion of survey respondents (59%) stated they were home-based businesses.

Table 4 Proportion of home-based businesses

Tenure	2009	2011	2013
Home-based business	65%	54%	59%
Non home-based businesses	35%	46%	41%

Of those who reported running a business from home, 17% of them were in Agriculture, 16% in Professional, Scientific and Technical Services and 10% in Information, Media and Technology (Figure 4). This is similar to results of previous surveys that stated home-based respondents were primarily Agricultural; 79% (2011), 85% (2009), and Professional Services 64% (2011), 73% (2009).

Figure 5 Industries operating a business from home

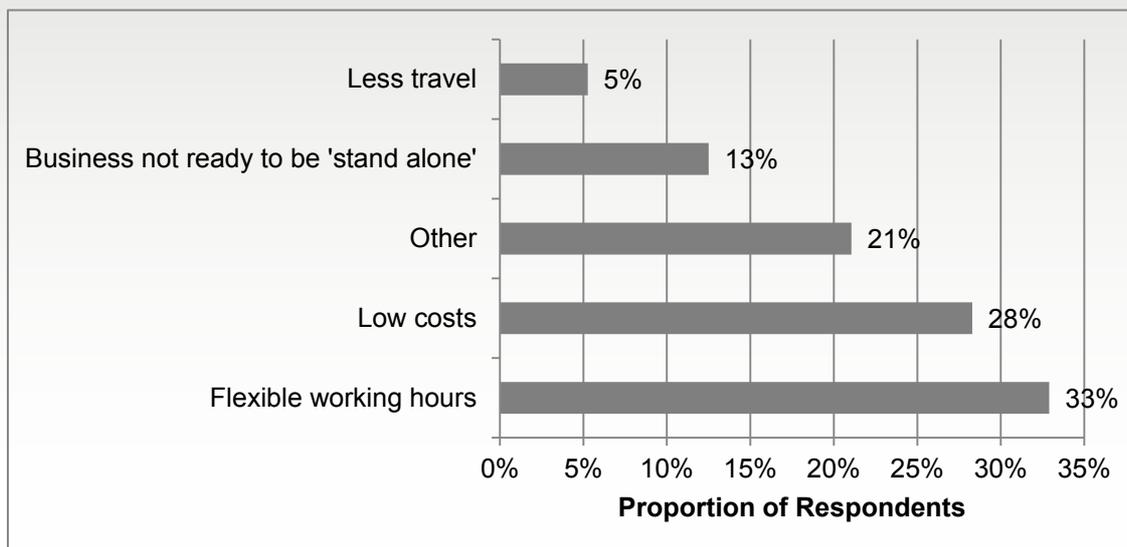


## 2.1 Motivations for working from home

When asked why they were home-based<sup>11</sup>, 31% of respondents cited the need to work flexible hours and 27% stated lower costs (Figure 5).

26% stated 'Other' reasons which included; working on a farm (30%), working in construction (16%), ran an online business (14%); or owned a tourism accommodation facility (7%).

Figure 6 Motivations for operating a business from home<sup>12</sup>



## 2.2 Expectations for the next 12 months

As with the previous surveys, the majority of home-based businesses (92%) do not intend to change their operational status in the next 12 months (i.e. they will continue to be home-based).

In 2011 and 2009 surveys the response was approximately 93%.

## 2.3 Service and infrastructure needs

91% of home-based respondents indicated that the services or facilities that would be most beneficial to their business were high-speed internet (62%) and administration or other support (10.8%). Networking opportunities was ranked third at 6.9%.

In the 2011 Business Survey<sup>13</sup>, the needs of home-based businesses was approached in a slightly different format, however, as shown in

Figure 7, it can be said that:

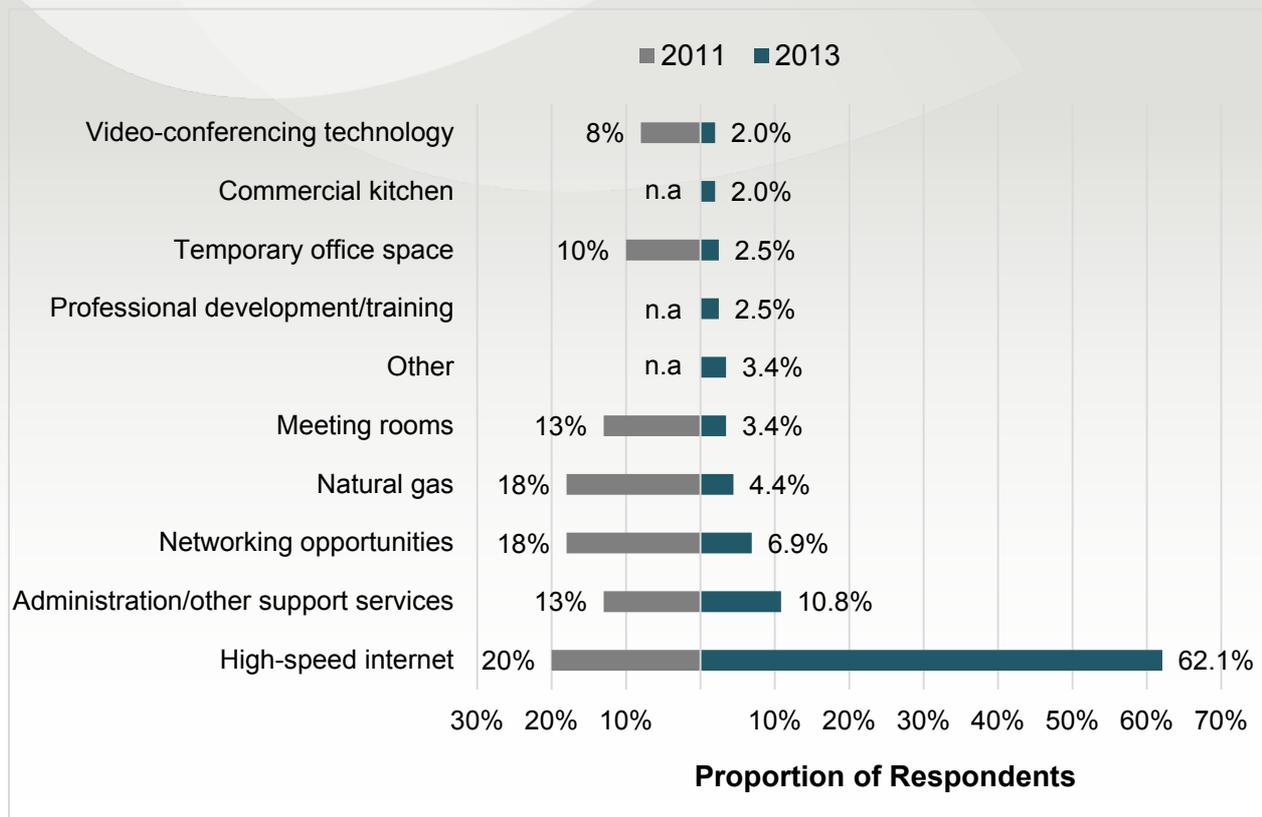
- Respondents now have less of a need for temporary office space, meeting rooms and natural gas; and
- Networking opportunities still rate as an important need, however the decrease in priority may be due to the increase in networking events provided by Council's Professional Development Calendar.

<sup>11</sup> This question was not included in the 2009 or 2011 business surveys.

<sup>12</sup> Other responses include cost of running an office or retail outlet, the fact that they are an internet business or for personal lifestyle reasons.

<sup>13</sup> This question was not included in the 2009 business survey.

**Figure 7 Home-based business service needs<sup>14</sup>**



<sup>14</sup> Note that 'Commercial kitchen', 'Professional development/training', and 'Other' were not available as options in the 2011 business survey.

## 3. Employment

Of the 391 survey respondents, 80% employ staff, compared with 72% (2011) and 78% (2009). The average enterprise size was 2.4 workers (including all full-time, part-time and casual employees), which is approximately 1.4 full-time equivalent (FTE<sup>15</sup>) workers. By comparison, the ABS 2011 count of enterprises shows the average enterprise size in the Shire was 4.97. This indicates that survey respondents were primarily from small businesses and therefore predominantly reflects the specific views of this sector.

These figures highlight the contribution of small-scale enterprises to economic activity in the Shire which can provide resilience to external economic shocks due to the accommodation of a larger number of smaller employing enterprises, rather than relying on a few larger employers.

According to the 2013 Business Survey results, approximately half of all employees are full-time (47%), with 25% part-time and 28% casual. These are similar to the results previous surveys thus indicating no significant change between all three (Table 5).

**Table 5 Employment by type**

Survey Year	Full Time	Part Time	Casual
2009	44%	23%	34%
2011	50%	26%	24%
2013	47%	25%	28%

Although survey respondents were not asked the reasons for the basis of employment, it is most likely due to the seasonal nature of many agricultural enterprises and the general preference for casual employment in the retail sector.

### 3.1 Employment Growth

Survey respondents were asked how many people they employed in the month of July in each of the preceding two years (i.e. July 2011 and July 2012). In July 2012, results indicated a total of 1,517 workers were employed. This equates to approximately 14% of the jobs located in the Shire (ABS, 2011). The same businesses reported employing 1,424 workers in July 2011, which represented an increase of 6.5%.

As shown in Table 6, comparing the results of the previous surveys suggests possible changes to the structure of workforces.

**Table 6 Enterprises by average number of employees**

Reported year	Full Time	Part Time	Casual	Average FTEs
2009	3.3	3.0	5.5	6.2
2011	3.3	2.8	3.6	5.6
2013	2.7	2.0	2.6	4.4

<sup>15</sup> FTE: full-time equivalent. This has been calculated by assuming the following: 1 full-time job = 1 FTE; 1 part-time job = 0.5 FTEs; and 1 casual job = 0.25 FTEs.

The fastest growth in employees by industry sectors (i.e. arts, utilities and wholesale) are made up of smaller enterprises that employ a small total proportion of the Shire's workforce.

By contrast, Accommodation & Food Services and Agriculture grew more gradually but employ a larger overall workforce with a higher average number of workers per business.

The largest industries that responded to the survey were Manufacturing, Transport and Warehousing, Rental and Hiring & Real Estate Services with an average workforce size of 8, 7.2 and 6.9 respectively.

## 3.2 Workplace Learning

Although 72% of respondents were aware of local education and training opportunities, only 14% answered the question about participating in workplace learning programs (i.e. apprentices, structured workplace learning or work experience students). This is similar to the results received in the 2011 survey<sup>16</sup> (13%).

Of those who did respond in 2013, there was a spread of employment type across apprentices (45%); trainees (28%); work experience (26%); structured workplace learning students (23%); and school base apprentices (11%).

The majority of sectors engaging in workplace learning programs were Agribusiness, Manufacturing, Retail and Professional Services.

## 3.3 Barriers to participating in Workplace Learning

Just over half (58%) of businesses responded to the question asking them why they did not participate in any workplace learning programs<sup>17</sup>. Of these:

- 46% stated the programs were not relevant to their business;
- 30% cited affordability;
- 26% level of skills;
- 20% limited time to train;
- 17% stated reliability; and
- 9% stated associated insurance risks.

Comparisons can be made with the 2011 survey results that stated; not relevant (37%); limited time to train (14%); and affordability (12%) as the main barriers to participating in workplace learning programs.

## 3.4 Recruitment Challenges

A little over one fifth (21%) of local businesses that responded to the survey stated that they have had difficulties recruiting staff<sup>18</sup>.

Sectors that experienced the greatest challenges were in the Accommodation and Food Services sector, with one third of businesses experiencing recruitment difficulties. Construction was next with 21%, followed by Retail, Agriculture and Professional Services (Table 7).

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<sup>16</sup> This question was not included in the 2009 business survey.

<sup>17</sup> This question was not included in the 2009 business survey.

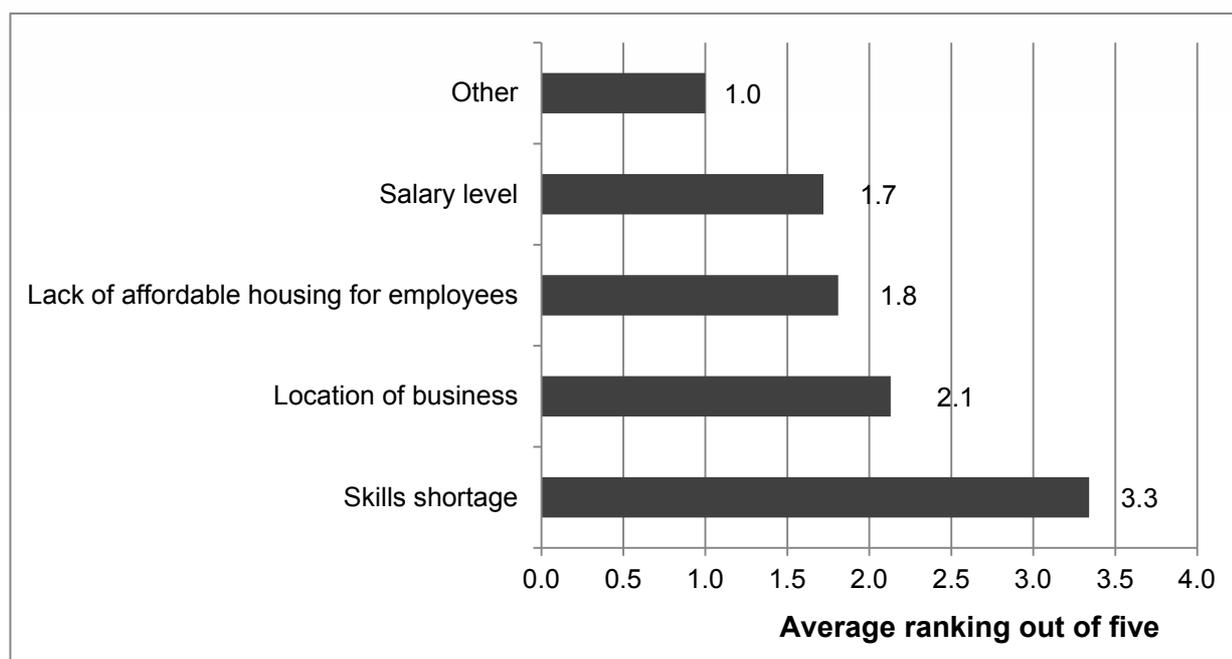
<sup>18</sup> This question was not included in the 2009 or 2011 business surveys.

**Table 7 Recruitment challenges for key sectors**

Industry Sector	Total Respondents	Experienced Difficulties Recruiting
Accommodation and Food Services	33	33%
Construction	29	21%
Retail Trade	53	17%
Agriculture, Forestry and Fishing	41	12%
Professional, Scientific and Technical Services	36	9%

For those who had experienced recruitment difficulties, the majority said skills shortages were the primary reason (65%). Business location (57%) and lack of housing options for employees (39%) were also cited as challenges. Figure 8 shows the average ranking of the reasons for recruitment difficulties from a score of five.

**Figure 8 Reasons for recruitment difficulties<sup>19</sup>**



Businesses that employed staff stated that the main method of recruiting was through word of mouth (59%)<sup>20</sup>. This was the most preferred method, with the next closest being via the local newspaper (15%); and the Internet (9%).

Table 8 summarises these results.

Note that an additional 53 respondents (14%) indicated that they did not recruit anyone.

<sup>19</sup> 'Other' responses included the inability to match skills or work hours to potential employees; that they had no time to recruit, or that they had no intention of recruiting.

<sup>20</sup> This question was not included in the 2009 or 2011 business surveys.

**Table 8 Method of recruitment**

Method	Number of Respondents	Percentage
Word of mouth	195	59%
Local newspaper	48	15%
Internet	30	9%
Recruitment agency	28	8.5%
Family	16	5%
Unsolicited applications	4	1.2%
Advertisement on premises	3	0.9%
Melbourne-based newspaper	2	0.6%
Other advertisement	1	0.3%
Skilled Migration Program	1	0.3%

Industries that responded to this question (97%) were:

- Retail (13.9%);
- Accommodation and Food Services (12.6%);
- Agriculture (11.5%);
- Professional, Scientific and Technical Services (11.5%);
- Construction (7.6%); and
- Finance and Insurance (7.3%).

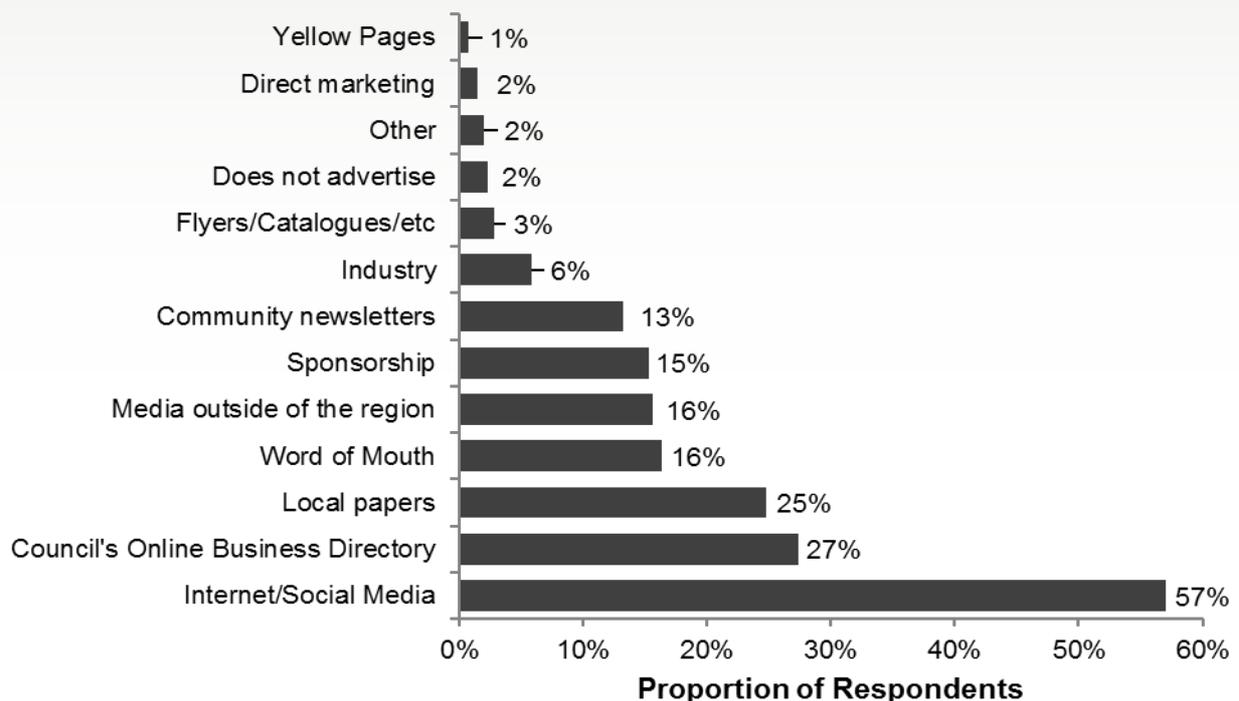
# 4. Marketing & Networks

## 4.1 Marketing Channels

The 2013 survey results show that a majority of businesses advertise<sup>21</sup> online, with 57% using either websites or social media to attract customers and a further 29% using Council's Online Business Directory<sup>22</sup>.

However, local papers also remain a popular method of advertising with 25% of respondents still using this form of marketing (Figure 10).

Figure 9 Use of advertising channels



## 4.2 Social Media

Of all the respondents, one third (33%) indicated that they did not use the internet for business purposes<sup>23</sup>. This includes social media such as Facebook, Twitter or communication tools such as Skype.

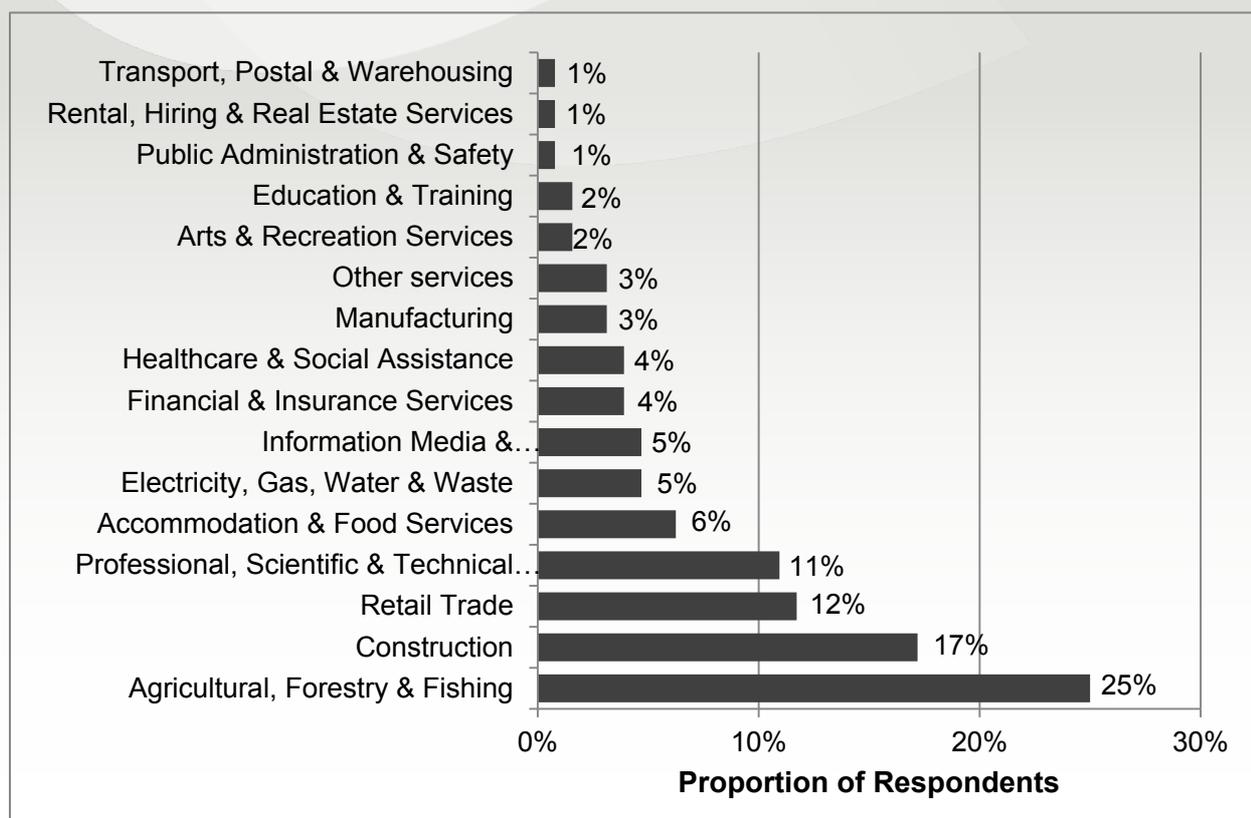
As Figure 10 shows, most of these respondents were in Agriculture (25%), and Construction (17%).

<sup>21</sup> This question was not included in the 2009 or 2011 business surveys.

<sup>22</sup> Council's Online Business Directory had only been launched two months prior to the 2013 Business Survey.

<sup>23</sup> This question was not included in the 2009 or 2011 business surveys.

**Figure 10 Industry sectors NOT using Internet for marketing**



### 4.3 Business Networks and Associations

In terms of traditional business networks, 45% indicated that they were a member of a business network or association<sup>24</sup>, and an additional 10% were interested in becoming a member. A list of these associations is provided in the Appendix.

### 4.4 Business Awards

Nearly one in five respondents (19%) had been nominated for the Macedon Ranges Business Awards<sup>25</sup> and a further one in ten (9.5%) had been nominated but had not completed the submission process. Only 7% of survey respondents stated that they were not aware of the awards.

Retail appear to be the most represented sector in the award with 34% indicating that they have participated in them. The next most represented sector was Accommodation and Food Services (23%).

A number of industry sectors indicated a low level of participation in the awards, most notably:

- Agribusiness (85% not involved);
- Construction (74% not involved);
- Information, media & technology (73% not involved); and
- Professional, scientific & technical services (71% not involved).

<sup>24</sup> This question was not provided in the 2009 or 2011 business surveys.

<sup>25</sup> This question was not provided in the 2009 or 2011 business surveys.

# 5. Council Services

## 5.1 Council's Online Business Directory

The Macedon Ranges Online Business Directory was launched in March 2013. At the time of the survey (May 2013) over one third of respondents (39%) were registered on the directory, with a further 5% intending to register.

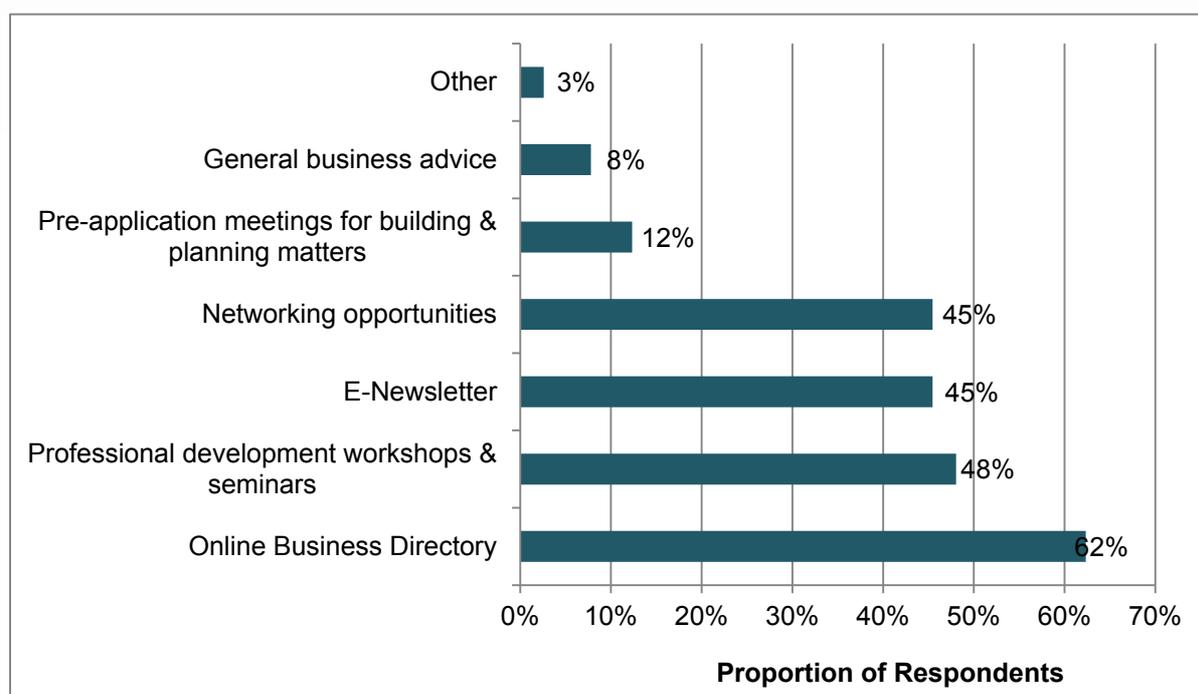
In addition, 29% of the survey respondents indicated that they had accessed the directory for information about other businesses in the Shire.

## 5.2 Economic Development & Tourism Services

Of the 391 survey participants, 36% (141) stated that they had accessed services provided by Council's Economic Development and Tourism Department.

Most of the respondents indicated that they accessed more than one service. Figure 11 shows which services were most used.

Figure 11 Use of Economic Development & Tourism Department Services



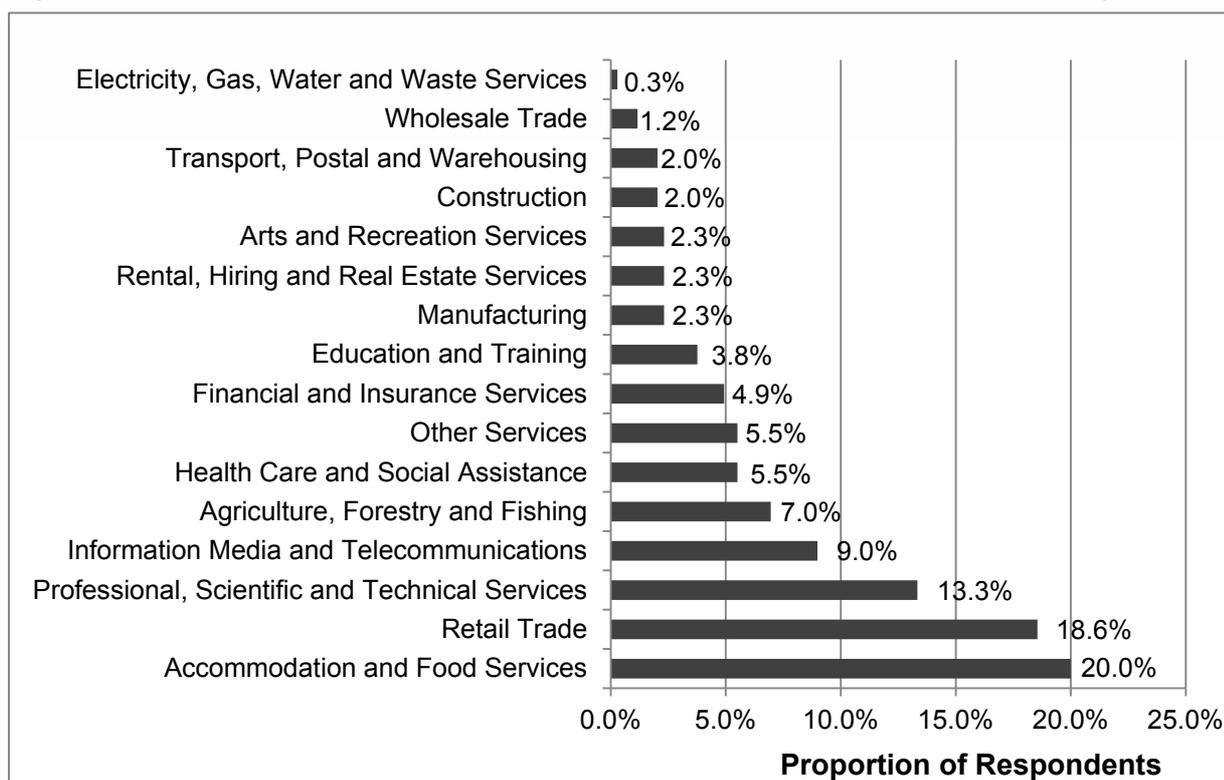
In the 2011 and 2009 surveys, the topic was approached differently with respondents being asked what services they would (rather than did) use. The responses are summarised in Table 9.

Table 9 Economic Development & Tourism Services

Services Requested	2009	2011
Advice on government services	35%	31%
Joint marketing	33%	24%
Networking and meetings	27%	25%
General business advice	23%	27%
Online forum	16%	16%
Leadership and operational support	13%	11%
Professional development	11%	23%

Figure 12 shows the industry sectors that most regularly accessed the range of Economic Development and Tourism Department services in 2013<sup>26</sup>.

Figure 12 Economic Development and Tourism Department services use by industry



Of those who had accessed a service provided by Council's Economic Development and Tourism Department, 86% said the service had met their expectation. This has increased from the 2011 survey<sup>27</sup>, in which 73% were satisfied with the support provided by the Unit.

<sup>26</sup> This may however be more reflective of the sectors from which the respondents were from rather than a true indication of participants.

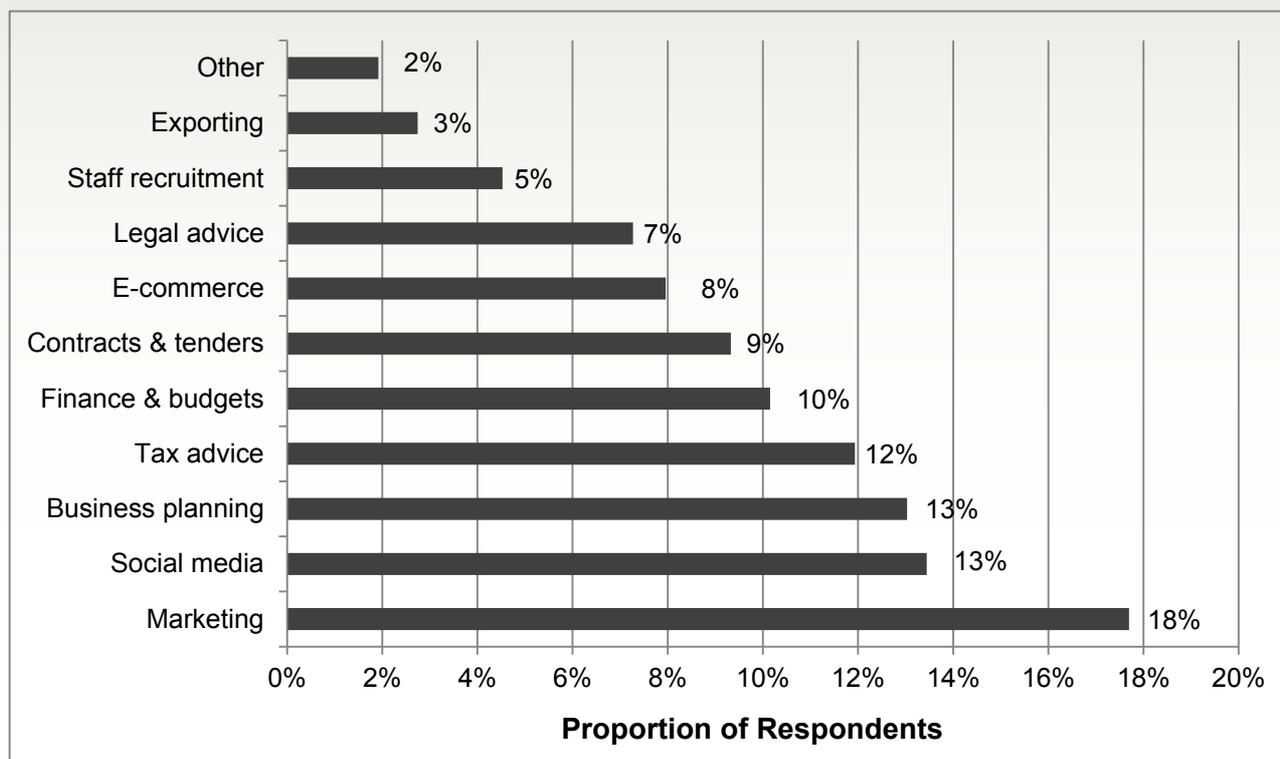
<sup>27</sup> The data cannot be compared in detail to the 2009 results due to a change in the question format.

## 5.3 Business Assistance

Survey respondents were asked what training topics would be most useful to their business. Of the 259 respondents (66%), 18% cited marketing; 13% social media; 13% business planning; and 12% tax advice (Figure 13).

Amongst 'Other' assistance, respondents suggested office skills; health management for sedentary carers; farm and pasture management; OH&S training; and applying for building permits.

Figure 13 Training priorities for local businesses



When asked when the best time for training would be, the most popular timing was (indicated by 34% of respondents) was after 7.00pm. The results were generally consistent across all industries with the exception of:

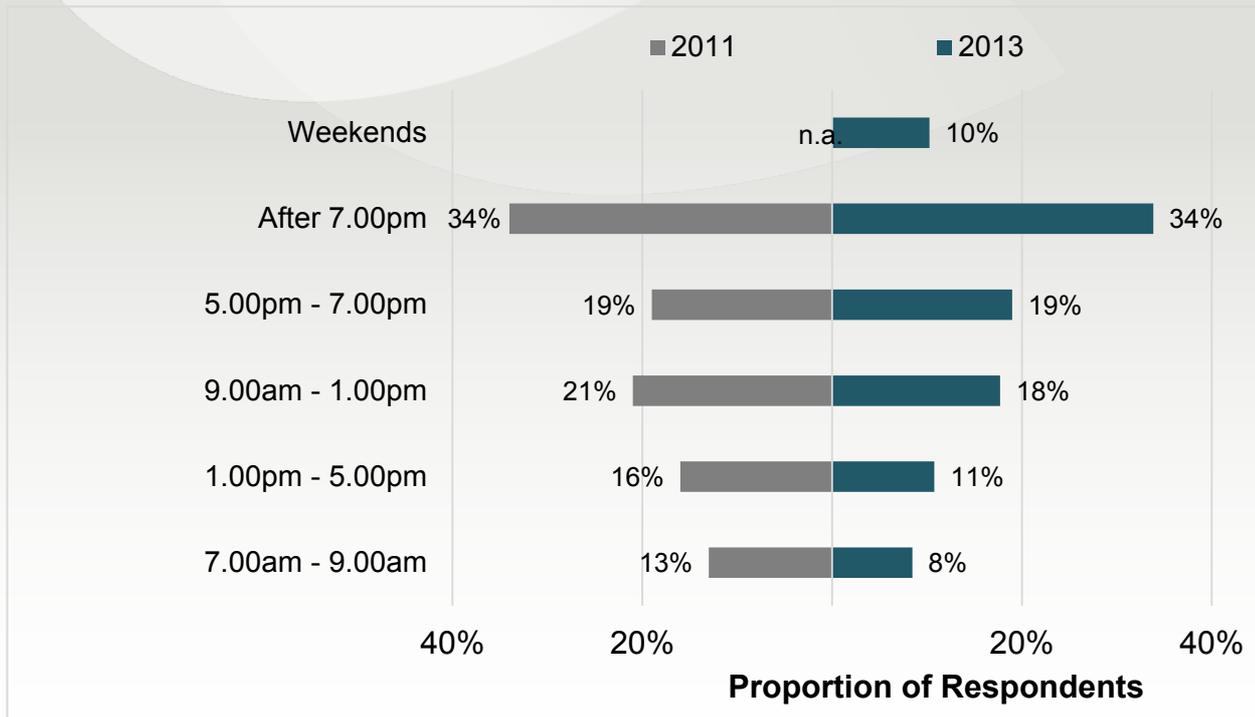
- Professional, Scientific and Technical service businesses, which would prefer that training sessions are held between 9am and 1pm; and
- Accommodation and Food services enterprises which preferred a mix of times including after 7pm (30% of respondents); between 1pm and 5pm (24%); and between 5pm and 7pm (16%).

Additionally, one third of the respondents indicated more than one suitable time for training sessions. It can be concluded from this that if training sessions are to be organised times should be offered as an option and/or repeat sessions held.

The preference for timing/s and difference by industry was broadly similar to the 2011 results (Figure 15)<sup>28</sup>. Note that 'weekends' was not provided as an option in the 2011 survey.

<sup>28</sup> The data cannot be compared in detail to the 2009 results due to a change in the question format.

**Figure 14 Training Time Preferences (2011 and 2013)**



# 6. Business Practice, Performance & Outlook

## 6.1 Sustainable Practices

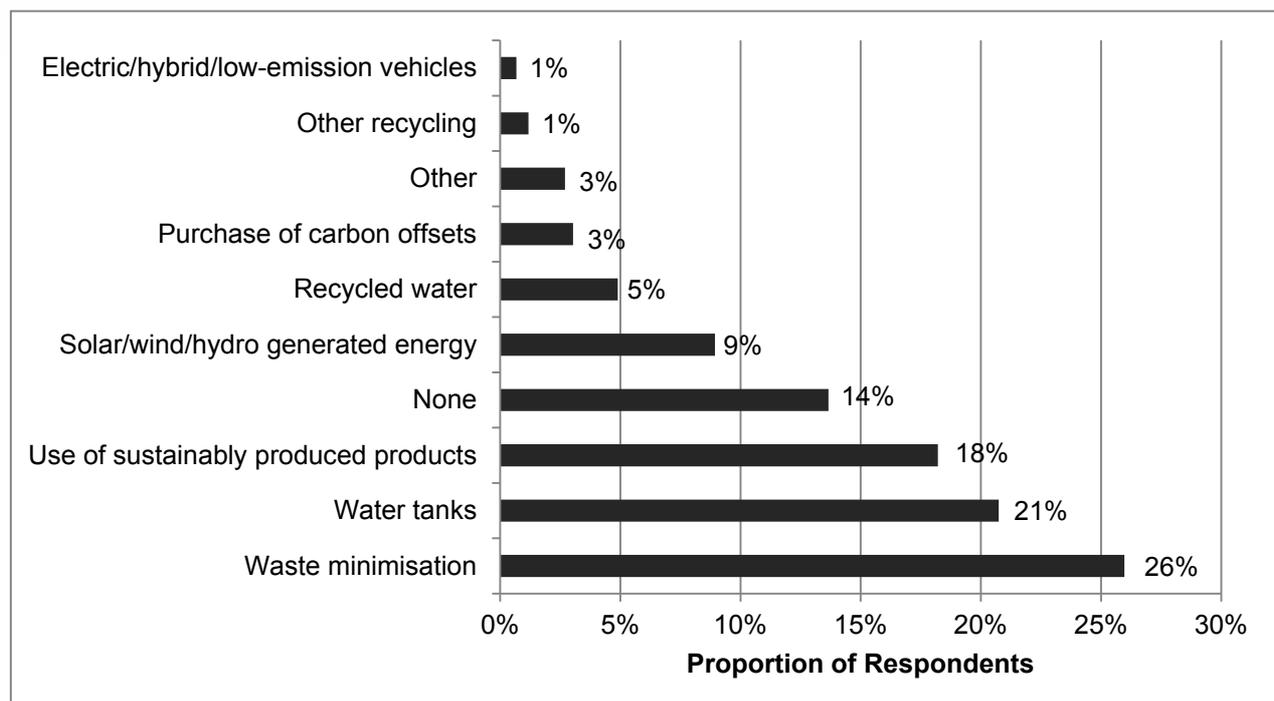
79% of all respondents indicated they included some form of sustainable practice in their business operations - a significant increase from 36% in 2011<sup>29</sup>.

Of the 316 respondents who answered these queries: (Figure 16)

- 26% indicated they practised waste minimisation;
- 21% used water tanks;
- 18% used sustainably produced products; and
- 9% used renewable energy.

Note: 14% of the survey respondents indicated they applied no sustainable practices to their business.

Figure 15 Type of sustainable business practice<sup>30</sup>



Interestingly, 83% of respondents said they did not use any sustainability initiative to market their business.

<sup>29</sup> The data cannot be directly compared to previous survey results as it was not included in the 2009 survey and the question format changed from the 2011 survey.

<sup>30</sup> 'Other' practices included the use of recycled materials in the office and LED lighting.

## 6.2 Shared Office Space

Due to the requirement to reinvestigate the Business Centre Feasibility Study, the 2013 survey<sup>31</sup> explored the need and support of business centre or shared office space in the Macedon Ranges.

Even with the over representation of home-based businesses in the Shire, only 17% of survey respondents stated that they would benefit from having access to a co-working space or business centre.

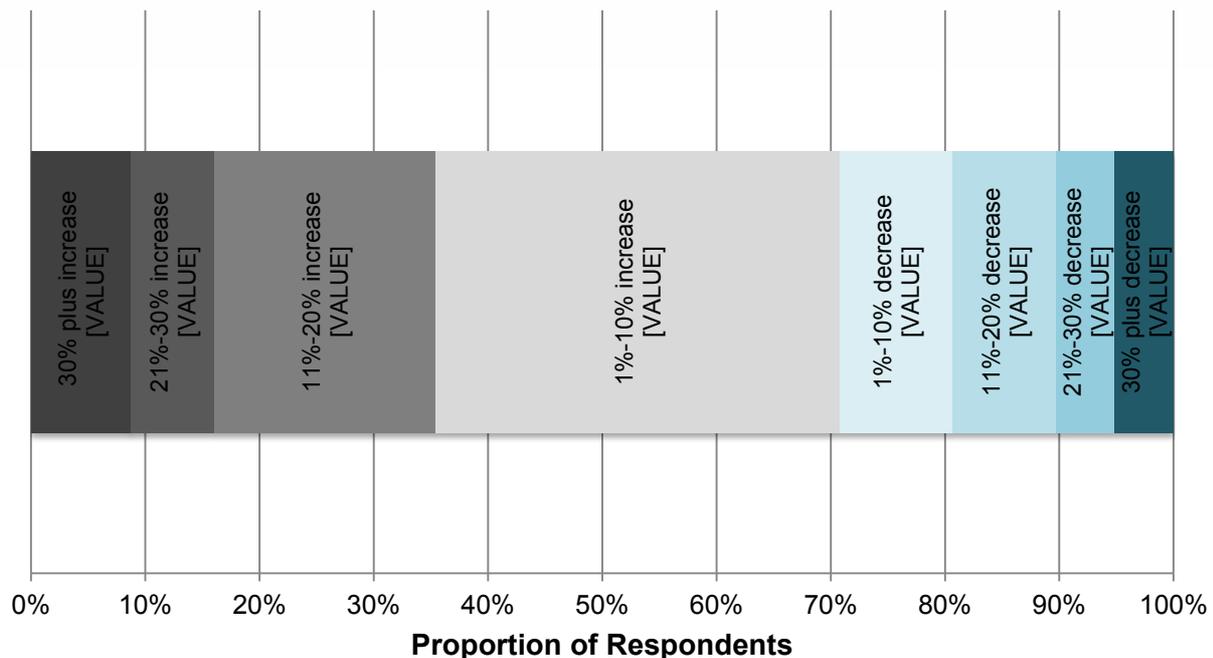
The concept of a shared office or spare desk initiative was also explored with only 5% of respondents stating that they had office space or a desk that could be rented out to another business.

## 6.3 Recent Performance

Businesses were asked to estimate the change in their gross business income (turnover) between 2010/11 and 2011/12, 69% of whom provided a response to this question. Of these, approximately 70% of local businesses reported that their turnover had increased.

As shown in Figure 16, most of these businesses said their turnover increased between 1% and 10% over the 12 month period.

**Figure 16** Change in turnover amongst local businesses (2010/11 to 2011/12)



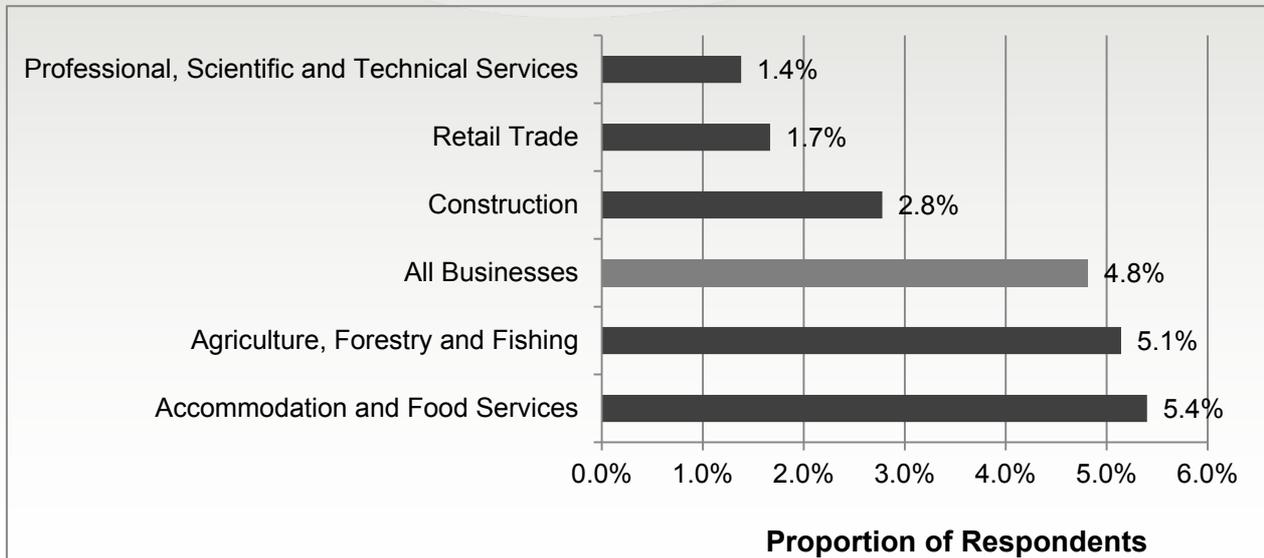
By comparison, in the 2011 Survey, 51% of respondents provided an answer to this question, of whom, 60% said their turnover had increased (between 2008/09 and 2009/10).

As with the 2013 Survey, the slight majority (in this case 51%) of those reporting an increase in turnover indicated an increase of between 1% and 10%. In summary, the results are broadly similar between the two surveys.

<sup>31</sup> This question was not included in the 2009 or 2011 business surveys.

Figure 17 compares the estimated change in turnover for businesses amongst key industries. It shows that Accommodation and Food Services businesses had the largest increase over the period, followed by Agricultural industries.

**Figure 17 Change in turnover - key industries (2010/11 to 2011/12)**

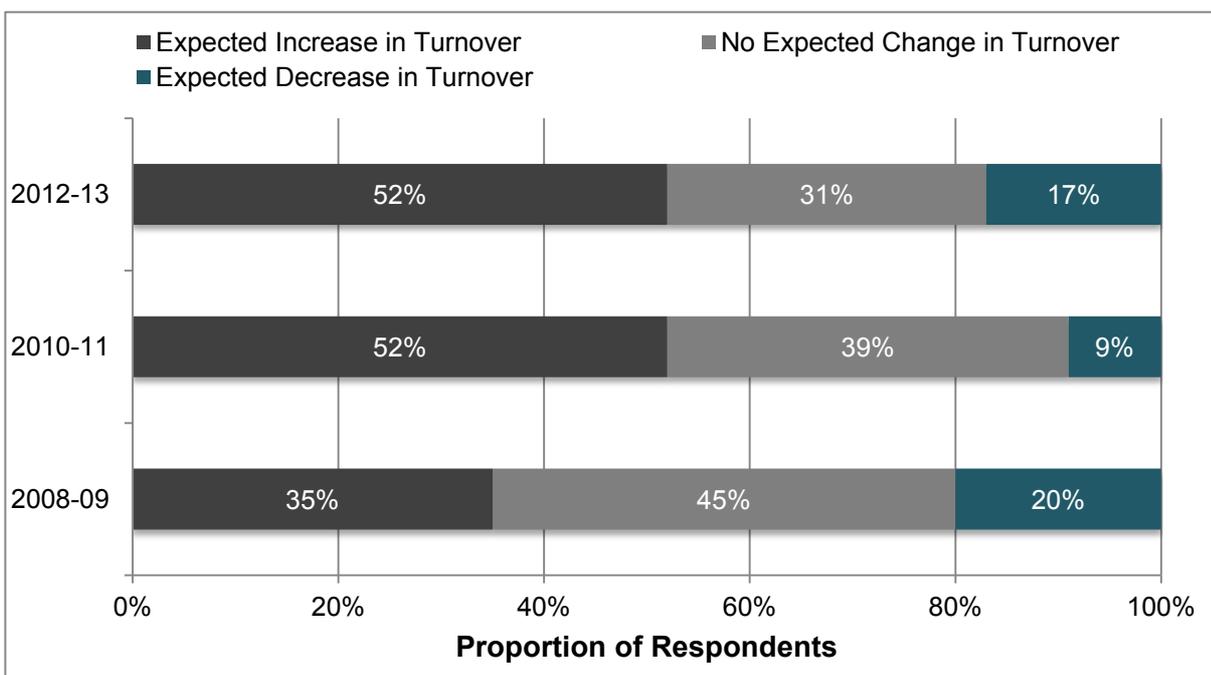


## 6.4 Business Outlook

52% of businesses surveyed said that they expect their gross income (turnover) to have increased by the end of the 2012-13 financial year.

This result is equivalent to expectations recorded in 2011 survey. Figure 18 demonstrates that business outlook has remained relatively stable over the last two years.

**Figure 18 Business expectation for change in turnover (2011/12 to 2012/13)**



Local businesses were also asked whether they plan to expand their business in the coming 12 months, with 53% indicating they would be.

When asked what strategies they may use to expand, 'increasing the range of services or products on offer' and 'using advertising campaigns' were the most common (Table 10).

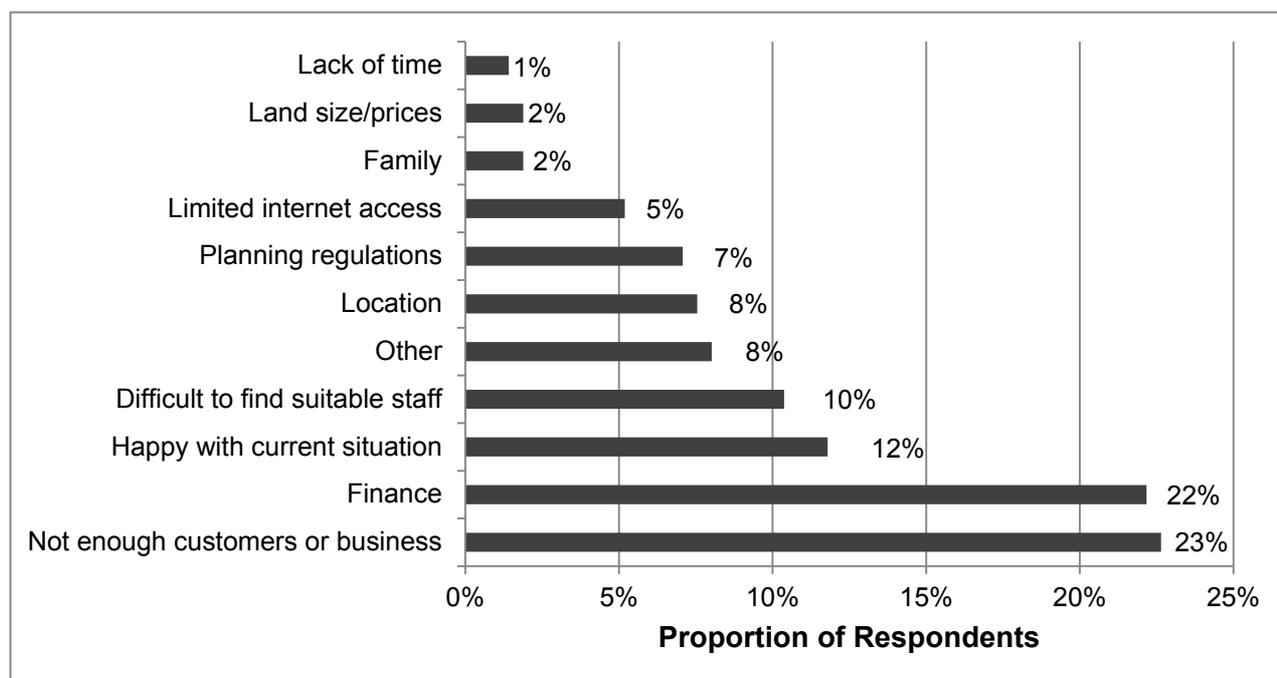
**Table 10 Strategies adopted to grow business**

Strategies	Response Percent	Response Count
Increase products/services offered	64.1%	116
Advertising campaign	53.6%	97
Increased business capacity via capital investment	22.7%	41
Increase business hours	21.0%	38
Introduce online purchasing	16.0%	29
Joint venture with another company	9.9%	18

While it is not possible to determine the specifics of the impact these strategies may have on the local economy, it is reasonable to assume that increased capital investment (particularly if capital stock is sourced locally) and increased business hours will result in local direct and indirect benefits.

By contrast, market demand (23%) and finance (22%) were stated as the major impediments to business growth. Other constraints to business expansion are shown in Figure 19.

**Figure 19 Constraints to expansion**



## 6.5 Employment Outlook

77% of respondents expect their businesses to be employing the same number of people by the end of the 2012-13 Financial Year. This is an increase on previous surveys as illustrated in Table 11.

Table 11 Employment growth expectations

Survey Year	2009	2011	2013
Expect to Increase Employment	18%	23%	14%
Expect to Decrease Employment	6%	8%	4%
Expect to Stay the Same	66%	59%	77%
Not Answered	10%	11%	5%

## 6.6 Investment Outlook

Respondents were asked to outline their capital expenditure during the previous financial year (2011/12) as well as project this expenditure for the coming financial year (2012/13). Table 12 shows that the average level of capital expenditure is expected to increase slightly from the 2011-12 to 2012-13 financial years<sup>32</sup>.

Table 12 Projected investment

Statistic	2010/11	2011-12	2012-13
Average Projected Investment per Business	\$40,760	\$40,730	\$47,656

## 6.7 Overall Outlook

Overall, the leading indicators for business performance in the Macedon Ranges show a positive outlook. Of the respondents, 70% reported an increase in turnover between the 2010-11 and 2011-12 financial years and in the short-term:

- 52% project an increase in turnover in the 2012-13 financial year;
- There is expected to be a small, overall increase in average levels of capital expenditure compared to previous years; and
- Half of businesses expect to expand in the coming year.

It is therefore reasonable to conclude that the survey respondents are expecting modest improvements in business prospects over the next 12 months.

<sup>32</sup> Average expenditure estimates conceal a very high variability in these figures and previous survey results were skewed by a few respondents indicating very high capital expenditure plans. As a consequence, it was reported that there was a significant drop in average expenditure from 2007 to 2009, which was not the case. As a result of this, no trend in capital expenditure estimates should be inferred from the data. Moreover, more generally, caution should be taken when stating that the average capital expenditure plans of businesses in the Shire is in the order of \$40,000 per annum as it is not clear, from any of the surveys, whether non-respondents to this question were intending to indicate 'no capital expenditure'. If this is the case, then the average capital expenditure of survey respondents would be in the order of \$20,000 per annum.

# 7.0 References

ABS, 2011, **Australian Census**, Australian Bureau of Statistics, Canberra

DPCD, 2013, **Community Satisfaction Survey June 2013**, Department of Planning and Community Development, Melbourne

Macedon Ranges, 2013, **Agribusiness Survey**, Macedon Ranges Shire Council, Gisborne

Macedon Ranges, 2009, **Macedon Ranges Shire Business Survey Results**, Macedon Ranges Shire Council, Gisborne

Macedon Ranges, 2011, **Macedon Ranges Shire Business Survey Results**, Macedon Ranges Shire Council, Gisborne

# Appendix 1: 2013 Business Survey



**Macedon Ranges**  
Shire Council

## 2013 Business Survey

The 2013 Macedon Ranges Business Survey will assist Council to better support businesses in the Shire, and provide a better understanding of the opportunities and challenges being faced by local businesses.

Enter the draw to win an Apple iPad4 by completing this survey online at [www.mrsc.vic.gov.au](http://www.mrsc.vic.gov.au)  
If you would prefer to complete this survey by telephone or in person, contact Gaynor Atkin on 5421 9615 or email [ecodevsurvey@mrsc.vic.gov.au](mailto:ecodevsurvey@mrsc.vic.gov.au)

This survey will be open from Wednesday 1 May to Friday 7 June 2013.

Note: Your responses and feedback will be collated by external consultants and all information will be kept strictly confidential. Individual comments and information will not be shared with any other area of Council and will be destroyed once analysed.

### 1. Business details

Business Name	<input type="text"/>
Business Address	<input type="text"/>
Postal Address	<input type="text"/>
Email Address	<input type="text"/>
Website Address	<input type="text"/>
Contact Name	<input type="text"/>
Contact Number/s	<input type="text"/>

Tick this box if you do not wish to be added to Council's Business Database or Online Business Directory.

### 2. About your business

**a. Please indicate which industry best defines your business** (industries based on ANZSIC divisions)

<input type="checkbox"/> Agriculture, Forestry & Fishing	<input type="checkbox"/> Financial & Insurance Services
<input type="checkbox"/> Mining	<input type="checkbox"/> Rental, Hiring & Real Estate Services
<input type="checkbox"/> Manufacturing	<input type="checkbox"/> Professional, Scientific & Technical Services
<input type="checkbox"/> Electricity, Gas, Water & Waste Services	<input type="checkbox"/> Administrative & Support Services
<input type="checkbox"/> Construction	<input type="checkbox"/> Public Administration & Safety
<input type="checkbox"/> Wholesale Trade	<input type="checkbox"/> Education & Training
<input type="checkbox"/> Retail Trade	<input type="checkbox"/> Healthcare & Social Assistance
<input type="checkbox"/> Accommodation & Food Services	<input type="checkbox"/> Arts & Recreation Services
<input type="checkbox"/> Transport, Postal and Warehousing	<input type="checkbox"/> Information Media & Telecommunications
<input type="checkbox"/> Other Services: _____	

**b. Does your business:**

Rent the property it operates from     Own the property it operates from  
 Other: \_\_\_\_\_

**c. Are you registered on Council's Online Business Directory?**

Yes     The registration process was easy     I found the registration process too difficult  
 I have received business from my listing     I am not interested in registering  
 No     I am not aware of the directory     Other: \_\_\_\_\_

**d. If you were to receive information from Council on business related matters, what format would you prefer?**

Email     Telephone     Post     I do not wish to receive any information

ABN 42 686 389 537  
PO Box 151 Kyneton Victoria 3444  
T 03 5422 0333 F 03 5422 9623 E [mrsc@mrsc.vic.gov.au](mailto:mrsc@mrsc.vic.gov.au)  
[www.mrsc.vic.gov.au](http://www.mrsc.vic.gov.au)



**Macedon Ranges**  
Shire Council

### 3. Home-based businesses

- a. Is your business home-based?  Yes  No (Proceed to Question 4)
- b. What are the main reasons for your business being home-based? (Rank 1 (main reason) to 5)
- Business not ready to be stand alone  Less travel  Low costs  
 Flexible working hours  Other: \_\_\_\_\_
- c. Do you expect your home-based status to change in the next 12 months?  
 Yes  No
- d. As a home-based business, which of the below services or facilities would benefit your business? (Rank 1 (most beneficial) to 10)
- Administration or other support services  Networking opportunities  
 Commercial kitchen  Professional development/training  
 High-speed internet  Temporary office space  
 Meeting rooms  Video-conferencing technology  
 Natural gas  Other: \_\_\_\_\_

### 4. Employment & training

- a. How many people were employed by your business on 1 July 2011 and then on 30 June 2012?
- |           | 1 July 2011 | 30 June 2012 | Age range of employees |         |         |     |
|-----------|-------------|--------------|------------------------|---------|---------|-----|
|           |             |              | < 24                   | 25 - 45 | 46 - 55 | 56< |
| Full time |             |              |                        |         |         |     |
| Part time |             |              |                        |         |         |     |
| Casual    |             |              |                        |         |         |     |
- b. By the end of the 2012/13 Financial Year (FY), do you expect your number of employees to have :  
 Increased  Decreased  Stayed the same
- c. Where do you recruit your employees from?
- Recruitment agency  Skilled migration program  Internet  
 Local newspaper  Word of mouth  Melbourne based newspaper  
 Other: \_\_\_\_\_
- d. Have you had any difficulty in recruiting staff?  Yes  No (Proceed to Question 4f)
- e. What are the main reasons for this difficulty? (Rank 1 (greatest difficulty) to 10)
- Lack of affordable housing for employees  Skills shortage  
 Location of business  Salary level  
 Other: \_\_\_\_\_
- f. Are any of your employees: (Tick more than one)
- Apprentices  Work experience students  Trainees  
 Structured workplace learning students  School based apprentices
- g. What are the barriers preventing your business from employing the above? (Tick more than one)
- Limited time to provide training  Affordability  Reliability  
 Not relevant to my business  Insurance risks  Skills  
 Other: \_\_\_\_\_
- h. Please tick the local education and training opportunities that you are aware of:
- Neighbourhood Houses  Learn Local  TAFE  
 Private training organisations  Other: \_\_\_\_\_

### 5. Income & investments

- a. What do you estimate the change was in your Gross Business Income (turnover) for FY 2011/12 compared to FY 2010/11?
- |          | 1% - 10% | 11% - 20% | 21% - 30% | 31%< | No change                |
|----------|----------|-----------|-----------|------|--------------------------|
| Increase |          |           |           |      | <input type="checkbox"/> |
| Decrease |          |           |           |      | <input type="checkbox"/> |



**b. By the end of FY 2012/13, do you expect your Gross Business Income to have:**

Increased       Decreased       Stayed the same

**c. What percentage of your business income is generated from:** (Total must equal 100%)

Within the Macedon Ranges       Country Victoria       Online       Mail order  
 Metropolitan Melbourne       Overseas       Other \_\_\_\_\_

*If overseas, specify the countries you export to:* \_\_\_\_\_

**d. If not currently exporting, are you interested in doing so in the future?**

Yes       No       Maybe

**e. What percentage of your business operating materials is purchased:** (Total must equal 100%)

Within the Macedon Ranges       Country Victoria       Online       Mail order  
 Metropolitan Melbourne       Overseas       Other \_\_\_\_\_

*If overseas, specify the countries you import from:* \_\_\_\_\_

**f. What capital investments did your business make in FY 2011/12 and what capital investments do you expect to have made by the end of FY 2012/13?** (optional)

	Equipment Office supplies	Fittings Furnishings	Landscaping Gardening	Machinery Plant	New building	Renovations Extensions	Vehicles Boats	Other
2011/12	\$	\$	\$	\$	\$	\$	\$	\$
2012/13	\$	\$	\$	\$	\$	\$	\$	\$

**6. Marketing & business development**

**a. Is your business solely internet based?**  Yes       No

**b. How do you currently promote and market your business?** (Tick more than one)

Council's Online Business Directory       Website       Community newsletters       Sponsorship  
 Media outside of the region       Local papers       Other: \_\_\_\_\_

**c. Does your business use any of the following:** (Tick more than one)

FaceBook       Twitter       LinkedIn       Pinterest       MySpace  
 Blogger       Yammer       Skype       Other: \_\_\_\_\_

**d. Is your business currently a member of any networks or associations?**

Yes      Provide details: \_\_\_\_\_  
 No       No, but would be interested in joining a local network or association

**e. Has your business ever been nominated for a Macedon Ranges Business Award?**

Yes       Yes, but did not complete a submission  
 No       Not aware of this award

**f. Has your business accessed the below services provided by Council's Economic Development & Tourism Unit?** (Tick more than one)

Online Business Directory       Professional development workshops & seminars  
 E-Newsletter       Pre-application meetings for building & planning matters  
 Networking opportunities       Rates incentive  
 General business advice       Other: \_\_\_\_\_

*Did the service meet your expectations?*       Yes       No

Please provide more detail:



**g. Which of the following training topics would be useful to your business?**

- |  |  |                                       |                                       |
|--|--|---------------------------------------|---------------------------------------|
| <input type="checkbox"/> Business planning | <input type="checkbox"/> Contracts & tenders | <input type="checkbox"/> E-commerce   | <input type="checkbox"/> Exporting    |
| <input type="checkbox"/> Finance & budgets | <input type="checkbox"/> Legal advice        | <input type="checkbox"/> Marketing    | <input type="checkbox"/> Social media |
| <input type="checkbox"/> Staff recruitment | <input type="checkbox"/> Tax advice          | <input type="checkbox"/> Other: _____ |                                       |

**h. If you are interested in training workshops or events, what would be the most suitable time to attend?**

- |  |  |                                       |
|--|--|---------------------------------------|
| <input type="checkbox"/> 7.00am - 9.00am | <input type="checkbox"/> 1.00pm - 5.00pm | <input type="checkbox"/> After 7.00pm |
| <input type="checkbox"/> 9.00am - 1.00pm | <input type="checkbox"/> 5.00pm - 7.00pm | <input type="checkbox"/> Weekends     |

**7. Sustainability & the future**

**a. Which of the following sustainable practices has your business adopted?**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Recycled water     | <input type="checkbox"/> Use of sustainably produced products | <input type="checkbox"/> Electric/hybrid vehicles   |
| <input type="checkbox"/> Water tanks        | <input type="checkbox"/> Solar/wind/hydro generated energy    | <input type="checkbox"/> Purchase of carbon offsets |
| <input type="checkbox"/> Waste minimization | <input type="checkbox"/> Other: _____                         | <input type="checkbox"/> None                       |

**b. Do you use sustainability initiatives to market your business?**  Yes  No

Please provide more detail:

**c. Are you planning to expand your business in the next 12 months?**  Yes  No

*If you are planning to expand, are you likely to use any of the following strategies? (Tick more than one)*

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Increase business hours            | <input type="checkbox"/> Increase products/services offered                | <input type="checkbox"/> Advertising campaign |
| <input type="checkbox"/> Introduce online purchasing        | <input type="checkbox"/> Increase business capacity via capital investment |   |
| <input type="checkbox"/> Joint venture with another company | <input type="checkbox"/> Other: _____                                      |   |

*If not, what are the main constraints preventing you from expanding? (Tick more than one)*

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Finance                          | <input type="checkbox"/> Planning regulations             | <input type="checkbox"/> Limited internet access |
| <input type="checkbox"/> Difficult to find suitable staff | <input type="checkbox"/> Not enough customers or business |  |
| <input type="checkbox"/> Location                         | <input type="checkbox"/> Other: _____                     |  |

**d. Does your business have office space and/or a desk that could potentially be rented out to another business as part of a desk/office share scheme?**  Yes  No

**e. Would your business benefit from a co-working space or business centre in the Macedon Ranges?**  Yes  No

*If yes, explain how:*

**8. General comments**

**Please write any further comments or feedback below:** (please attach a separate sheet of paper if more space is required)

Please return the completed survey in the Reply Paid envelope provided. Thank you for your participation.



# Appendix 2: List of Associations

Name of Organisation	Number
AAA Tourism	3
Alternative Technology Association	1
American Philosophical Society	1
American Society of Heating, Refrigerating and Air-Conditioning Engineers	1
Angus Society of Australia	1
APICS The Association for Operations Management	1
Aquaculture Associations - Various	1
ASPYA Hair & Beauty Business Group	1
Asset Management Council	1
Association Civil Marriage Celebrants Victoria	1
Association of Certified Bookkeepers	1
Association of Consulting Surveyors	1
Association of Feng Shui Consultants	1
Association of Financial Advisers	2
Association of School Accountants	1
AusIndia Association	1
Australasian Evaluation Society	1
Australasian Institute of Mining and Metallurgy	1
Australasian Retail Professionals	1
Australian Veterinary Association	1

Name of Organisation	Number
Australian Acupuncture and Chinese Medicine Association	1
Australian Alpaca Association	1
Australian and New Zealand Institute of Insurance and Finance	1
Australian Association of Massage Therapists	1
Australian Association of Practice Managers	1
Australian Automotive Aftermarket Association	4
Australian Bookkeepers Network	1
Australian Christian Churches Victoria	1
Australian Cinematographers Society	2
Australian College of Road Safety	1
Australian Driver Trainers Association Victoria	1
Australian Environmental Pest Managers Association	1
Australian Funeral Directors Association	1
Australian Hairdressing Council	1
Australian Hotels Association	2
Australian Human Resources Institute	1
Australian Industry Group	2
Australian Institute for the Conservation of Cultural Material	1
Australian Institute of Air Conditioning & Refrigeration	1
Australian Institute of Company Directors	1
Australian Institute of Management	1
Australian Institute of Professional Photography	1

Name of Organisation	Number
Australian Naturopathic Practitioners Association	1
Australian Occupational Therapy Association	1
Australian Retailers Association	1
Australian Simmental Breeders Association	1
Australian Society of Travel Writers	1
Australian Spinal Research Foundation	1
Australian Traditional Medicine Society	1
Automatic Transmission Rebuilders Australasia	1
Ballarat Technology Park - Breakfast group	1
Bead Society of Victoria	1
Bendigo Business Council	1
Beyond Empathy	1
Bowen Therapists Federation of Australia	1
Building Designers Association of Victoria	2
Business and Tourism Association (Various)	18
Business Victoria	1
Caravan Industry Association	1
Central Ranges Local Learning and Employment Network	1
Certified Practising Accountant	1
Chiropractors Association of Australia	1
Civil Celebrant's Association	1
Coaching and professional mental health networks	1

Name of Organisation	Number
Crown Cabs Network Service Provider	1
Daylesford Macedon Produce	1
DMR Tourism	1
Elders Rural Services Limited	1
Engineers Australia	2
Environment Institute of Australia and New Zealand	1
Essendon SMART Networking Forum	1
Financial Services Council	1
Finn Scheep Association	1
Giftware Buying Group	1
Golf Management Australia	1
Golf Victoria	1
Graphic Artists Association	1
Grasslands Society	1
GREAT	1
Green Building Council of Australia	1
Hair & Beauty Industry Association	3
Hardware Association of Victoria	1
Heathcote Winegrowers Association	1
Hereford Association	1
Hire and Rental Industry Association	1
Indigenous Art Code	1

Name of Organisation	Number
Indigenous Human Rights Network Australia	1
Institute of Automotive Mechanical Engineers	1
Institute of Certified Bookkeepers	2
Institute of Chartered Accountants in Australia	1
Institute of Photographic Technology	1
Institution of Engineering and Technology	1
International Association for Public Participation	1
International Association of Yoga Therapists	1
International Chiropractic Paediatrics Association	1
International Institute of Complementary Therapists	1
International Society of Glass Beadmakers	1
ISA	1
IT&T Executive Forum	1
Jewelers of America	1
Jewellers Association of Australia	1
Karl McManus Foundation	1
Kyneton Daffodil and Arts Festival	1
LACSCGA Inc	1
Landcare	1
Landscape & Nursery Industry Association	1
Landscaping Victoria	1
Limousine Society	1

Name of Organisation	Number
Lyme Disease Association of Australia	1
Macedon Business and Tourism Association	1
Macedon Ranges Accommodation Association	8
Macedon Ranges Art Trail	1
Macedon Ranges Home Business Network	6
Macedon Ranges Home Networking Group	1
Macedon Ranges Reconciliation Committee	1
Macedon Ranges Vignerons Association	3
Macedon Ranges Wellness and Longevity group	1
Macedon Spinners & Fibre Growers	1
Massage Association of Australia	1
Master Builders Association of Victoria	3
Master Electricians Australia	1
MAWA Disease Foundation	1
Meat & Livestock Australia	2
Media Entertainment Arts Alliance	1
Melbourne Convention + Visitors Bureau	1
Melbourne PC User Group	1
Member of Buying Group	2
Microsoft Bizspark	1
MYOB Professional Partner	1
National Accreditation Authority for Translators and Interpreters	1

Name of Organisation	Number
National Giftware Group	1
National Tax and Accountants' Association	1
Orthoptics Australia	1
Petals Australian School of Floral Art	1
Picture Framers Guild Australia	1
Piper Street Association	1
Planning Institute of Australia	1
PMA AUSTRALIA	1
Property Council of Australia	1
Public Relations Institute of Australia	1
Real Estate Institute of Victoria	2
Regional Arts Australia	1
Resale Royalties Scheme	1
Restaurant and Catering Industry Association of Australia	1
Royal Agricultural Society of Victoria	1
Seymour Wool Group	1
SMART Networking	2
SMSF Professionals Association of Australia	2
Sommeliers Australia	1
Swimming Pool & Spa Association of Australia	1
Taste of Gold Association	1
TLT Network Group	1

Name of Organisation	Number
Tourism Victoria	1
Transport Workers Union	1
TranzNET	1
Venues 2 Event	1
Victoria Crane Association	1
Victorian Planning and Environmental Association	1
Victorian Association for Newsagents	1
Victorian Automobile Chamber of Commerce	2
Victorian Country Press	1
Victorian Employers' Chamber of Commerce and Industry	2
Victorian Farmers Federation	2
Victorian Farmers' Markets Association	2
Victorian Master Farriers Association	1
Victorian Taxi Association	1
Victorian Tourism Industry Council	1
<b>TOTAL</b>	<b>236</b>

# Appendix 3: Australian and New Zealand Standard Industrial Classifications (ANZSIC)

The following is a list of industries at the Australian and New Zealand Standard Industrial Classifications (ANZSIC) one-digit and two-digit levels.

<b>Agriculture, Forestry and Fishing</b>
Agriculture
Aquaculture
Forestry and Logging
Fishing, Hunting and Trapping
Agriculture, Forestry and Fishing Support Services
<b>Mining</b>
Coal Mining
Oil and Gas Extraction
Metal Ore Mining
Non-Metallic Mineral Mining and Quarrying
Exploration and Other Mining Support Services
<b>Manufacturing</b>
Food Product Manufacturing
Beverage and Tobacco Product Manufacturing
Textile, Leather, Clothing and Footwear Manufacturing
Wood Product Manufacturing
Pulp, Paper and Converted Paper Product Manufacturing
Printing (including the Reproduction of Recorded Media)
Petroleum and Coal Product Manufacturing
Basic Chemical and Chemical Product Manufacturing
Polymer Product and Rubber Product Manufacturing
Non-Metallic Mineral Product Manufacturing
Primary Metal and Metal Product Manufacturing
Fabricated Metal Product Manufacturing
Transport Equipment Manufacturing
Machinery and Equipment Manufacturing
Furniture and Other Manufacturing
<b>Electricity, Gas, Water and Waste Services</b>
Electricity, Gas, Water and Waste Services, nfd
Electricity Supply

Gas Supply
Water Supply, Sewerage and Drainage Services
Waste Collection, Treatment and Disposal Services
<b>Construction</b>
Building Construction
Heavy and Civil Engineering Construction
Construction Services
<b>Wholesale Trade</b>
Basic Material Wholesaling
Machinery and Equipment Wholesaling
Motor Vehicle and Motor Vehicle Parts Wholesaling
Grocery, Liquor and Tobacco Product Wholesaling
Other Goods Wholesaling
Commission-Based Wholesaling
<b>Retail Trade</b>
Motor Vehicle and Motor Vehicle Parts Retailing
Fuel Retailing
Food Retailing
Other Store-Based Retailing
Non-Store Retailing and Retail Commission-Based Buying and/or Selling
<b>Accommodation and Food Services</b>
Accommodation
Food and Beverage Services
<b>Transport, Postal and Warehousing</b>
Road Transport
Rail Transport
Water Transport
Air and Space Transport
Other Transport
Postal and Courier Pick-up and Delivery Services
Transport Support Services
Warehousing and Storage Services
<b>Information Media and Telecommunications</b>
Publishing (except Internet and Music Publishing)
Motion Picture and Sound Recording Activities
Broadcasting (except Internet)
Internet Publishing and Broadcasting
Telecommunications Services
Internet Service Providers, Web Search Portals and Data Processing Services

Library and Other Information Services
<b>Financial and Insurance Services</b>
Finance
Insurance and Superannuation Funds
Auxiliary Finance and Insurance Services
<b>Rental, Hiring and Real Estate Services</b>
Rental and Hiring Services (except Real Estate)
Property Operators and Real Estate Services
<b>Professional, Scientific and Technical Services</b>
Professional, Scientific and Technical Services (except Computer System Design and Related Services)
Computer System Design and Related Services
<b>Administrative and Support Services</b>
Administrative Services
Building Cleaning, Pest Control and Other Support Services
<b>Public Administration and Safety</b>
Public Administration
Defence
Public Order, Safety and Regulatory Services
<b>Education and Training</b>
Preschool and School Education
Tertiary Education
Adult, Community and Other Education
<b>Health Care and Social Assistance</b>
Hospitals
Medical and Other Health Care Services
Residential Care Services
Social Assistance Services
<b>Arts and Recreation Services</b>
Heritage Activities
Creative and Performing Arts Activities
Sports and Recreation Activities
Gambling Activities
<b>Other Services</b>
Repair and Maintenance
Personal and Other Services
Private Households Employing Staff and Undifferentiated Goods and Service-Producing Activities of Households for Own Use

# Appendix 4: General Comments from Respondents

Only comments that were deemed constructive have been acknowledged.

Theme	Comments	Action
Business	<i>"Promotional ideas: There are many small hobby businesses growing cattle in the Macedon Ranges, both commercial and stud cattle businesses. The Shire could support and promote them by making it easier to show cattle at the Lancefield Show, held in Lancefield Park, a beautiful venue which will bring tourists to our region."</i>	MRSC has recently endorsed an Agribusiness Plan that aims to provide a secure and sustainable agricultural future for the Macedon Ranges. Through Action 11 of the Agribusiness Plan 'work with the Forum to establish and promote Macedon Ranges agribusinesses' Council will explore ways in which to promote all agribusinesses in the Shire.
	<i>"We operate a small family business from home which is fully booked 90% of the time."</i>	Noted.
	<i>"I am a small sole trader business who can only survive operating in this way - a sign of the future!"</i>	Noted.
	<i>"Our market is International and domestic. We have stable clients and limited scope for expansion as business relies on skills of one individual."</i>	Noted.
	<i>"Mine is a very small operation that has no plans to move from what it is currently providing."</i>	Noted.
	<i>"Low return from sale of Cattle, Sheep, Drought and higher INCREASING rates are destroying me."</i>	As mentioned above, MRSC is committed to supporting agriculture in the Shire through its Agribusiness Plan. MRSC also applies an Agricultural Land Rate to assist agribusinesses in the Shire.
	<i>I am involved in several home based investment companies. We do not employ staff. I manage existing investments and try to find other suitable investments to make. Have no current need to have any other people working for the companies. I based myself in the Macedon Ranges as it is a lovely place to live with easy access to Melbourne and the Airport. Internet is very important to the work I carry out.</i>	Noted.
	<i>We are a very small business with limited income. We are not interested in increasing our business.</i>	Noted.
	<i>"My business is importing tissue, cello gift wrapping from china. I store all my stock in a 40 ft. container. I pack orders and drive from Gisborne to</i>	Noted.

Theme	Comments	Action
	<i>Mornington, Frankston, Narre Warren, and eastern suburbs, western &amp; northern suburbs. It's a lot of driving and can be stressful. Its good being at home &amp; working, but a helicopter would be very helpful sometimes with Melbourne's traffic."</i>	
	<i>I am primarily a one-person naturopathic practice (with the help of my wife and one very casual employee) providing specialist advice and services for those with neurodegenerative disorders, autoimmune disorders, Lyme disease and co-infections and similar chronic disorders. My practice extends throughout Australia and overseas, and much of my work is unique. I receive referrals from doctors and other naturopaths, as well as direct enquiry. I also conduct an online program for people with Parkinson's disease. My history includes founding Very Special Kids in 1984, the Neuro Recovery Foundation in 2001 and being involved in a number of other not-for-profit organisations.</i>	Noted.

<b>Council Services</b>	<i>Congratulations to the girls at MRSC. You guys are really on the ball. Great work.</i>	Noted.
	<i>"Greater access to the civil /landscape work available within Macedon Ranges we receive a significant amount of work from other councils but no offers to tender for local work."</i>	A requirement of the MRSC Procurement Policy identifies the need to support local businesses with the need for at least one quote from a local supplier as a condition of the tender process. MRSC to assess ways to better promote the process for local businesses interested in becoming a Council supplier.
	<i>I think your new website is very user friendly to visitors &amp; residents.</i>	Noted.
	<i>A lot of what you offer is no help to me due to rules and regulations in my industry.</i>	Noted.
	<i>Receiving some marketing and or advertising tips for the Macedon Ranges would be helpful to my business, so new and existing mums can learn about my business and find me on Facebook and keep up to date with what my business has to offer.</i>	MRSC to better promote its Professional Development Calendar.
	<i>"Really need help with social media."</i>	As above, MRSC to better promote its Professional Development Calendar.

<p><i>Our business runs the local newspaper, commercial printing as well as the Macedon Ranges Business Awards, we have had great support from the Macedon Ranges Shire and look forward to keeping our relationship strong.</i></p>	<p>Noted.</p>
<p><i>MRSC initiatives to support sustainable farming eagerly awaited.</i></p>	<p>Noted.</p>
<p><i>As mentioned before, we do think that contact with. In our case... M.R tourism staff would be advantageous ...in informal networking meetings so that marketing strategies and potential could be discussed and new properties highlighted. We also need to assess what people/ visitors to the area really expect and want and whether we are able to provide what is needed E.g. low priced stays Group stays in whole house Traditional B&amp;B Self-contained accommodation One night weekend stays Our clients' needs and standards expected have changed</i></p>	<p>MRSC to better communicate the networking opportunities that provide face to face interaction with Council staff and better promote the MRSC Professional Development Calendar to the tourism sector.</p> <p>MRSC to also promote the process for tourism operators to be included in the regular local learning tours and to continue the agreement with Tourism Macedon Ranges (TMR), who hosts tourism industry networking events.</p>
<p><i>Business in the Macedon Ranges is greatly hampered by a far to slow planning department. Tourism employees are not getting out to meet face to face with the operators. They are therefore not seeing many issues that affect our tourism industry that need addressing. Too much talk and not enough action.</i></p>	<p>As mentioned above, MRSC will continue to support the tourism industry through the Professional Development Calendar, local learning tours and TMR.</p>
<p><i>The encouragement of shopping locally within the Macedon Ranges Shire should continue. If all businesses and the council support local business within the shire - even when they are deemed to be more expensive - the value to the community is increased on many levels - Employment being a number one factor.</i></p>	<p>Noted.</p>
<p><i>"We would like to see the council be pro-active in helping small businesses like ourselves with our initiative to accommodate ourselves and others in small to medium warehousing solutions within the Macedon Ranges."</i></p>	<p>MRSC to explore accommodation options and assistance currently available for small businesses (i.e. Workspace) and/or potential opportunities and facilities (i.e. Share space scheme).</p>
<p><i>"I encourage the Economic &amp; Tourism Development team to re-instate the BATA system, or, similar, and to be working more closely with all towns in the Macedon Ranges."</i></p>	<p>As BATA (Business &amp; Tourism Associations) are community initiated, MRSC will continue its support and encouragement for those towns that wish to start a BATA and provide assistance to other community initiated groups that may wish to incorporate business and/or economic interests (i.e. community planning groups).</p>
<p><i>"Our business has been operating in the Macedon Ranges for 75 years this year. Support for businesses seems to be directed to new and tourist business."</i></p>	<p>MRSC to improve its communication of its initiatives that provide support for all businesses in the shire (i.e. Rates Incentive Scheme, Tourism Strategy, Agribusiness Plan, Equine Strategy, Agricultural Land Rate, Business Centre Feasibility Study, Business Survey).</p>

<p><i>Gisborne is an area in which it is incredibly hard to start a business. I started my business in 2004 from my garage, and in 2006/7 moved into a factory with Workspace in New Gisborne. I was given a three year lease, with the potential for annual extensions thereafter. After the initial three year period, my business was in no way ready to support additional rent, however I had taken on a school based apprentice and moved into a larger factory. I applied for, and was granted a 12 month extension, following which a further 12 month extension was granted. At the end of my 5 years within the Workspace facility, I was ready to lease a commercial factory, owned and built by B &amp; D Concreting. Although I received little to no assistance in my migration from Workspace, and therefore had to walk the minefield of commercial rental blindly, I give great credit to the impact that my tenure at Workspace had on my fledgling business. I was able to build my business debt-free, and have a firm understanding of my business. Unfortunately, the focus of Workspace seems to have changed recently. I understand that Workspace now intend to offer three year licences without any likely extensions, which I find absurd. Unless you are already operating a successful business, I do not accept that those three years is a sufficient length of time to prepare for future including commercial rent. It appears that there are new forces at play with Workspace, and that a move away from a business incubator into a business itself is on the cards, which would be a great shame. In Gisborne, there are very few factories available of a size suitable for a young business, and the restrictions placed on those attempting to service this section of the rental market seem prohibitive to say the least. I would dearly love to see the Macedon Ranges Shire Council take charge of the situation, gain a better understanding of what Workspace is trying to achieve and assist your local start-up businesses with finding a place from which to work. The current situation is simply not working effectively. I would welcome the opportunity to discuss this topic further, as a 'graduate' of the system.</i></p>	<p>Noted - this concern is currently being addressed.</p>
<p><i>Great to see Council looking for ways to engage with local business. Congrats!</i></p>	<p>Noted.</p>
<p><i>Would like to find out more about the office share scheme.</i></p>	<p>Noted.</p>
<p><i>Glad to know Council is directing resources towards supporting local business</i></p>	<p>Noted.</p>
<p><i>It would be wonderful to see some combined community &amp; business</i></p>	<p>MRSC to continue to promote the grants available to businesses and</p>

	<i>initiatives supported by Council through assistance with grants or funding - thereby leading to employment opportunities for locals.</i>	encourage partnerships with the community where possible.
	<i>Keep up the good work!</i>	Noted.
	<i>I am pleased that Macedon Ranges Shire Council are offering information, educational and training nights to assist businesses in the Macedon Ranges. I do receive emails to advise me of such events and I have found the communication channels between yourselves and businesses is far better now than what they have ever been. Please keep it up!</i>	Noted.
	<i>The networking events are excellent and have grown over the last few years bringing lots of businesses together. The home based business is popular amongst Mums and I think we have a lot more to give in the region, there are so many talented people they just don't know how to market themselves!</i>	Noted.
	<i>The Macedon Ranges is a great place to conduct business and we are thrilled with the support the Macedon Ranges Shire Council provides. Thank you.</i>	Noted.
	<i>As like many home businesses, a professional-like meeting point for clients is valuable and definitely a place to display products with promotional brochure or business card.</i>	As per the findings from the revisitation of the Business Centre Feasibility Study, MRSC to better promote the existing services and facilities available to businesses that require additional working or meeting spaces. MRSC to better promote its Online Business Directory and to explore the possibility of a dedicated space within the Shire for business promotion.

<b>Employment</b>	<i>With regards staff recruitment, I have advertised through newspapers and other avenues as listed. Word of mouth seems to have the most successful option for me. Although I have a great team at the moment I have had in the past had major difficulty attracting reliable and professional chefs to work in my business. The success of my business has been through being multi skilled myself and working many hours in my business. This has meant I have been unable to work on other areas of the development of my business.</i>	MRSC to continue to be involved in local and regional discussions that address employment, education and training needs within the Shire and to identify ways in which businesses can advertise their staffing needs.
	<i>We are a sole trader and have trained apprentices but due to changing regulations and OH&amp;S constraints now employ only ourselves.</i>	As above, MRSC to continue its involvement in discussions that address employment, education and training needs within the Shire.

<b>Marketing</b>	<i>Macedon Ranges could help us with the distribution of information (in an information pack) to all builders and owner builders applying for building permits, as it is a requirement by Council that termite protection be installed. We are registered, accredited installers and can give quality local information and products for all pest control needs.</i>	As above, MRSC to better promote its Online Business Directory and to explore the possibility of a dedicated space within the Shire for business promotion.
	<i>I would like to find more tree lopping work in the Macedon Ranges area.</i>	As above, MRSC to better promote its Online Business Directory and the Buy Local campaign.
	<i>There needs to be a table set aside for participants (us) to all leave our cards, pamphlets - for others to see and pick up - as there is no way any of us can see/talk to all other participants. But, we may see some cards/pamphlets in areas, with information, or people we would like to follow up after the event.</i>	MRSC to explore the possibility of providing a space for businesses to promote themselves at future Professional Development Calendar events.
	<i>Parking in Kyneton is my main concern. Market street has a 2 hour parking limit however staff from other local business park there all day. This means my customers cannot park closely and some of our products are heavy or bulky. I have raised this issue with council and been advised by the ranger that they do not have the time or resources to issue parking fines. This is a major impact on my sales.</i>	As above, MRSC to better communicate its Customer Request process to ensure business concerns are captured and addressed where possible. MRSC Economic Development & Tourism Department to better communicate the needs of the business community to other Council departments, and explore all options available to address concerns.
<b>Parking</b>	<i>I have asked several times for some short term parking near our business - especially at weekends and at night because we require emergency access afterhours and parking from the Town Hall prevents clients parking nearby - no response.</i>	As above, MRSC Economic Development & Tourism Department to advocate the needs of the business community cross-organisationally - <i>this concern is currently being addressed.</i>
	<i>Please address parking issues in Romsey.</i>	As above, MRSC to better communicate its Customer Request process to ensure business concerns are captured and addressed where possible.
	<i>We relocated to a home based business due to GFC and excessive overheads. The customer response and business return initially proved a very good decision, however the recent Goode Street road/car park upgrade has become a nightmare as on most days we have no parking and limited customer access. Previously we had 2 spots with easy access for deliveries and customers. The current car parks are taken by the call centre staff leaving us no available parking. We have requested via the council to have 2 parks converted to short term parks for our customers. No parking means delivery problems with trucks having to double park in the street which becomes a safety concern and no customer parking means no business.</i>	As above, MRSC Economic Development & Tourism Department to advocate the needs of the business community cross-organisationally - <i>this concern has been addressed.</i>

Planning	<p><i>Our business can be located anywhere as we provide high-value consulting services to clients in Australia and overseas. We travel to clients, usually by air. Our business is growing rapidly. In starting the business, we sought a quiet, peaceful environment that would help us to attract and retain highly-educated, high-wage professional staff. Thus, based on the natural beauty of the region, we chose to base ourselves in the Macedon Ranges. Poor decision making by the Macedon Ranges Council (e.g. failing to oppose the doubling of the size of a private school located in a Rural Conservation Zone, granting of a permit for use of a dirt bike on small residential blocks etc..) has made the shire increasingly unattractive. We are conscious that we will find it harder to attract highly-educated professionals to work in our expanding business if the region continues to become noisy and blighted by poor planning decisions. We are now planning to relocate.</i></p>	Noted.
	<p><i>Our business would benefit from faster permit issuing, as we are Civil Contractors.</i></p>	<p>MRSC Economic Development &amp; Tourism Department to better promote the services it provides through it pre-application meetings for permit and planning matters.</p> <p>As above, MRSC Economic Development &amp; Tourism Department to advocate the needs of the business community cross-organisationally.</p>
	<p><i>Too much red tape in planning for building to increase throughout the Shire. Have had customers re-think projects to other areas.</i></p>	<p>As above, MRSC Economic Development &amp; Tourism Department to better promote the services it provides for businesses.</p> <p>As above, MRSC Economic Development &amp; Tourism Department to advocate the needs of the business community cross-organisationally.</p>
	<p><i>The main street. Street cleaner comes through and does the streets on Mondays. But the garbage bins aren't emptied until Tuesdays and often this leaves rubbish on the street. Also the pavements outside of shop are very dirty in area and damaged in areas. I feel these should be at least washed or redone. Highway signs need to be updated to indicate that Woodend has services: 24hr Petrol, food.</i></p>	<p>MRSC to continue to advocate the signage needs identified to the relevant agencies (i.e. VicRoads) and cross-organisationally to address the concerns of businesses.</p>
	<p><i>Be good to see the Shire more active in attracting more manufacturing or warehousing business to set up in the Kyneton Industrial Estate by providing incentives and streamlining planning applications. They should be made to feel welcome and not put off by red tape.</i></p>	Noted.

<b>Signage</b>	<p><i>Our business would benefit from better signage to increase the visibility of Macedon Township. Most of the tourist traffic goes directly up the mount road to the mountain. Several occasions tourists have mentioned to us that the township of Macedon is invisible and not easy to find. Also if the trains returned to Melbourne on Saturday nights at a later time (not 10.30pm but 12.30pm) this would increase our business greatly. Signage in this area is dated and shabby, I would prefer to see more personalised signage and I think Council could do more to help new struggling businesses get on their feet by allowing catchy, innovative means of advertising. Quite honestly a knife and fork on a sign does not cut it!</i></p>	<p>As above, MRSC to continue to advocate the signage needs identified to the relevant agencies (i.e. VicRoads) and cross-organisationally.</p>
	<p><i>If we could just get the signage fixed coming off the Calder Freeway so tired travellers or tourists that want to spend their money are lead to the road that has the accommodation services in Macedon that would be awesome. We feed them down into the Village to the hotels and restaurants creating the value chain for all. Surely if the golf club can have a directory sign at the exit ramp, The major accommodation, wellbeing and service businesses should also have one that tells them to turn right at the bottom of the ramp and then a big one on the roundabout that tells them to turn left to - Macedon Caravan Park, Black Forest Motel &amp; Macedon Spa, The fuel service station, The train station (Calder side). Perhaps a sign on the Calder that shows the Black Forest Drive (The old Calder Hwy) and all its services off to the side like Gisborne and many other towns have.</i></p>	<p>As above, MRSC to continue to advocate the signage needs identified to the relevant agencies (i.e. VicRoads) and community cross-organisationally.</p>

<b>Survey</b>	<p><i>My business is also a mental health practice. A practice operates differently from a business as it has medico-legal constraints. My area of expertise is predicted to be in increase in demand by the ABS. Therefore, Council should take on the idea that all business do not fit the traditional model. This survey was difficult to answer as it is looking for data that fits the traditional business model.</i></p>	<p>MRSC to review the scope of future surveys to ensure they capture all business models.</p>
	<p><i>Not all questions in this survey were relevant to the Real Estate Industry. I have answered as accurately as possible within the limits of the survey.</i></p>	<p>As above, the scope of future surveys will be reviewed.</p>
	<p><i>This survey helped me to consider aspects of my business that I may not have done otherwise. Thank you for the opportunity to provide feedback to Macedon Ranges Shire Council.</i></p>	<p>Noted.</p>
	<p><i>This survey has been helpful in realising the gaps in the way I run my business and the need to do more promotions locally.</i></p>	<p>Noted.</p>

<i>As a Feng Shui consultant, the survey didn't really seem to apply but it is part of the overall picture</i>	Noted.
<i>Found it interesting and will now explore your local business directory.</i>	Noted.
<i>Most of these questions are not relevant to a small accommodation businesses like mine. Please consider whether it is worth obtaining more information about tourism based businesses in the next survey as we grow our tourism sector.</i>	MRSC Business Survey aims to be non-industry specific to enable all sectors to participate equally.
<i>I appreciate the opportunity to provide feedback via surveys like these.</i>	Noted.
<i>I'm a Primary Producer and this survey is mostly irrelevant.</i>	Noted.
<i>Thanks for providing this initiative. The opportunity to provide constructive feedback from a large and diverse range of businesses within a survey format is important for the future growth of our region.</i>	Noted.

# Appendix 5: Action Plan

Theme	Key Findings	Action	Timeline
<b>1. Profile of Local Businesses</b> (Pages 6 to 10)	<b>1.1.</b> When compared to the ABS classification of industries, there is an apparent over-representation of Accommodation and Food Services, Retail, and Information, Media and Telecommunications; and an under-representation of Construction, Transport, Postal and Warehousing and Rental, Hiring and Real Estate Services.	<b>1.1.1.</b> Macedon Ranges Shire Council (MRSC) to undertake an assessment of the current promotional approach of the survey to ensure that all business sectors are well represented in future surveys.	2015
	<b>1.2.</b> A very high proportion of survey respondents (59%) stated they were home-based businesses. This is a particularly high number when compared with those who have reported working from home in the last three ABS Censuses (averaging 6%).	<b>1.2.1</b> As above, an assessment of current promotional methods needs to be undertaken to ensure that future surveys reach the business sectors previously under-represented (i.e. non home-based businesses).	2015
	<b>1.3.</b> 52% of respondents stated their income and 45% of their expenditure was from within the Shire.  A total of 13% of survey respondents generate income from overseas. An additional 7% of respondents indicating they were interested in exploring international markets in the future.	<b>1.3.1.</b> MRSC to continue to promote the goods and services available within the Shire, through its Online Business Directory and 'Buy Local' campaign, and to identify gaps in the market place for potential business opportunities.	Ongoing
		<b>1.3.2.</b> MRSC to work with other government agencies, and the local business community, to identify international trade opportunities and requirements and facilitate the provision of training and information where possible.	Ongoing
<b>2. Home-Based Businesses</b> (Pages 10 to 12)	<b>2.3.</b> 91% of home-based respondents indicated that the services or facilities that would be most beneficial to their business were high-speed internet (62%) and administration or other support (10.8%). Networking opportunities was ranked third at 6.9%.	<b>2.3.1.</b> MRSC to continue to advocate, on behalf of local businesses and residents, to NBN Co and other government agencies, for improved access to high-speed internet.	Ongoing
		<b>2.3.2.</b> MRSC to continue to facilitate opportunities for the community to be kept informed of the high-speed internet options available to them.	
		<b>2.3.3.</b> MRSC to promote the services and facilities that are available to home-based businesses (i.e. meeting rooms, administrative assistance) that were highlighted in the revisitation of the Business Centre Feasibility Study as well	2014

Theme	Key Findings	Action	Timeline
		as continue to promote existing business networks, meeting spaces and networking opportunities.	
<b>3. Employment</b> (Pages 13 to 16)	3.2 Although 72% of respondents were aware of local education and training opportunities, only 14% answered the question about participating in workplace learning programs (i.e. apprentices, structured workplace learning or work experience students).	<b>3.2.1.</b> MRSC to continue to be involved in local and regional discussions that address employment, education and training needs within the Shire (i.e. Employment, Education & Training Network, Macedon Ranges Training Needs Analysis).	Ongoing
	3.4. A little over one fifth (21%) of local businesses that responded to the survey stated that they have had difficulties recruiting staff.  For those who had experienced recruitment difficulties, the majority said skills shortages were the primary reason (65%). Business location (57%) and lack of housing options for employees (39%) were also cited as challenges.	<b>3.4.1.</b> MRSC to continue to advocate for more affordable housing options for low income earners and increased public transport options.	Ongoing
		<b>3.4.2.</b> MRSC to assess current planning restrictions affecting large scale businesses that require on-site staff accommodation (i.e. equine and agricultural businesses).	Ongoing
<b>4. Marketing &amp; Networks</b> (Pages 17 to 18)	<b>4.1.</b> A majority of businesses advertise online, with 57% using either websites or social media to attract customers and a further 29% using Council's Online Business Directory	<b>4.1.1.</b> MRSC to continue to promote the its Online Business Directory and the 'Buy Local' campaign.	Ongoing
	<b>4.2.</b> Of all the respondents, one third (33%) indicated that they did not use the internet for business purposes. This includes social media such as Facebook, Twitter or communication tools such as Skype. Most of these respondents were in Agriculture (25%), and Construction (17%).	<b>4.2.1.</b> MRSC to continue to provide training/seminars on social media in its Professional Development Calendar as well as identify ways in which to increase participation of the sectors identified as not using social media.	Ongoing
	<b>4.3.</b> In terms of traditional business networks, 45% indicated that they were a member of a business network or association and an additional 10% were interested in becoming a member.	<b>4.3.1.</b> MRSC to continue to promote its networking opportunities as well as provide information on its webpages and E-News about the networks and associations in the Shire.	Ongoing

Theme	Key Findings	Action	Timeline
	<p><b>4.4.</b> Nearly one in five respondents (19%) had been nominated for the Macedon Ranges Business Awards and a further one in ten (9.5%) had been nominated but had not completed the submission process. Only 7% of survey respondents stated that they were not aware of the awards.</p> <p>Retail appear to be the most represented sector in the award with 34% indicating that they have participated in them. The next most represented sector was Accommodation and Food Services (23%).</p>	<p><b>4.4.1.</b> Work with the Macedon Ranges Business Awards committee to:</p> <ul style="list-style-type: none"> <li>• Better assist nominated businesses complete the submission process.</li> <li>• Assess the current award categories to ensure that they are fully representing all business sectors and advocate for the inclusion of new categories where necessary.</li> <li>• Better promote the awards to all local residents and businesses to attract a greater representation of all business sectors and locations.</li> </ul>	2014 onwards
<p><b>5. Council Services</b> (Pages 19 to 22)</p>	<p><b>5.1.</b> 29% of the survey respondents indicated that they had accessed the Macedon Ranges Online Business Directory for information about other businesses in the Shire.</p>	<p><b>5.1.1.</b> MRSC to continue to promote its Online Business Directory and the 'Buy Local' campaign and regularly review its webpages to ensure that they contain information and references reflective of the needs of the business community.</p>	Ongoing
	<p><b>5.2.</b> Only 8% of respondents that indicated they had accessed the services provided by the Economic Development &amp; Tourism Department had asked for business advice. 12% had accessed information on planning matters or pre-application meetings.</p>	<p><b>5.2.2.</b> MRSC to better promote the services available through the Economic Development &amp; Tourism Department via relevant webpages, E-News, events and local media.</p>	2014
	<p><b>5.3.</b> Survey respondents were asked what training topics would be most useful to their business. Of the 259 respondents (66%), 18% cited marketing; 13% social media; 13% business planning; and 12% tax advice.</p>	<p><b>5.3.1.</b> MRSC to continually review its Professional Development Calendar to ensure that it meets the needs of the business community.</p>	Ongoing
		<p><b>5.3.2.</b> In addition to the introduction of industry specific training/workshop topics (i.e. agribusiness and equine), MRSC to create a greater awareness of the training/workshops held and, where possible, work cross-organisationally to ensure they are reaching a wider audience.</p>	Ongoing

Theme	Key Findings	Action	Timeline
	<p>When asked when the best time for training would be, the most popular timing was (indicated by 34% of respondents) was after 7.00pm. The results were generally consistent across all industries with the exception of:</p> <ul style="list-style-type: none"> <li>Professional, Scientific and Technical service businesses, which would prefer that training sessions are held between 9am and 1pm; and</li> <li>Accommodation and Food services enterprises which preferred a mix of times including after 7pm (30% of respondents); between 1pm and 5pm (24%); and between 5pm and 7pm (16%).</li> </ul>	<p><b>5.3.3.</b> MRSC to consider varying the timings of its training/workshops to ensure that representatives from all business sectors are able to participate.</p>	<p>2014</p>
<p><b>6. Business Practice, Performance &amp; Outlook</b> (Pages 23 to 27)</p>	<p><b>6.1.</b> 79% of all respondents indicated they included some form of sustainable practice in their business operations and 83% of respondents said they did not use any sustainability initiative to market their business.</p>	<p><b>6.1.1.</b> MRSC to work with other government agencies, and the local business community, to create a greater awareness of the programs and funding for sustainable business practices and to promote related MRSC strategies such as the Natural Environmental Strategy.</p>	<p>Ongoing</p>
	<p>14% of the survey respondents indicated they applied no sustainable practices to their business.</p>	<p><b>6.1.2.</b> MRSC to explore ways in which it can encourage businesses to introduce and promote their sustainable business practices (i.e. a recognition system or award).</p>	<p>2014/15</p>
	<p><b>6.3.</b> Only 17% of survey respondents stated that they would benefit from having access to a co-working space or business centre.</p> <p>The concept of a shared office or spare desk initiative was also explored with only 5% of respondents stating that they had office space or a desk that could be rented out to another business.</p>	<p><b>6.3.1.</b> As per the findings of the revisitation of the Business Centre Feasibility Study, MRSC is to better promote the existing services and facilities available to businesses that require additional working or meeting spaces.</p> <p><b>6.3.2.</b> MRSC to also explore ways in which it can assist businesses with space to share and promote the opportunity through existing networks.</p>	<p>2014</p>
	<p><b>6.4.</b> Market demand (23%) and finance (22%) were stated as the major impediments to business growth.</p>	<p><b>6.4.1.</b> MRSC to continue to promote the 'Buy Local' campaign, and local businesses, through its Online Business Directory, continue to provide training/workshops on finance related matters and better promote MRSC rate incentives and industrial land rebates available to businesses.</p>	<p>Ongoing</p>

