ATTACHMENTS

**Council Meeting
Under separate cover**

Wednesday, 23 June 2021

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Macedon Ranges Shire Council
DRAFT Economic Development Strategy
2021 – 2031

Acknowledgment of Country

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

Council also acknowledges local Aboriginal and/or Torres Strait Islander residents of Macedon Ranges for their ongoing contribution to the diverse culture of our community
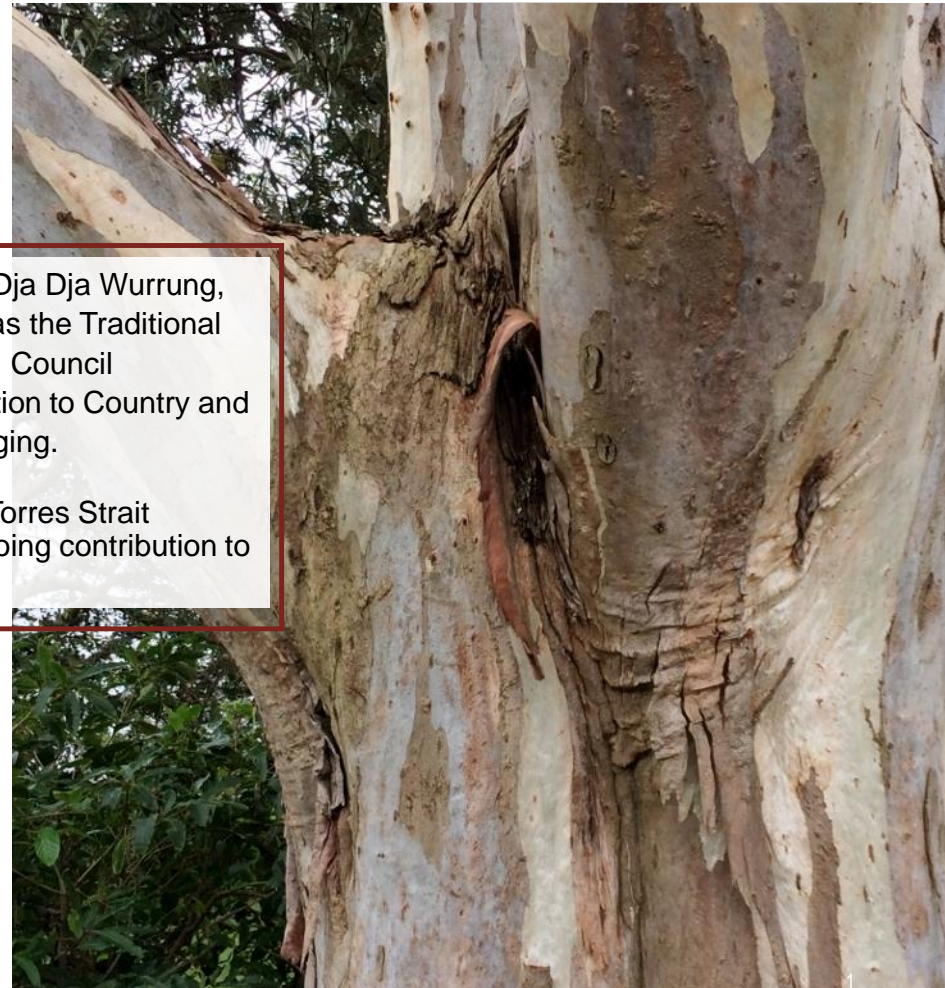
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Macedon Ranges DRAFT Economic Development Strategy

Introduction

Macedon Ranges Local Government Area (LGA) is located at the juncture of Greater Melbourne Metropolitan Area and the southern extent of the Loddon Campaspe Region. The proximity to Melbourne is a major drawcard for visitors and residents alike given the ability to maintain connections to one of Australia's largest metropolitan regions.

The LGA contains significant landscapes that support environmental services for catchments, diverse ecosystems and iconic landscape features. The LGA is a collective of nine key townships, smaller hamlets and large tracts of productive land.
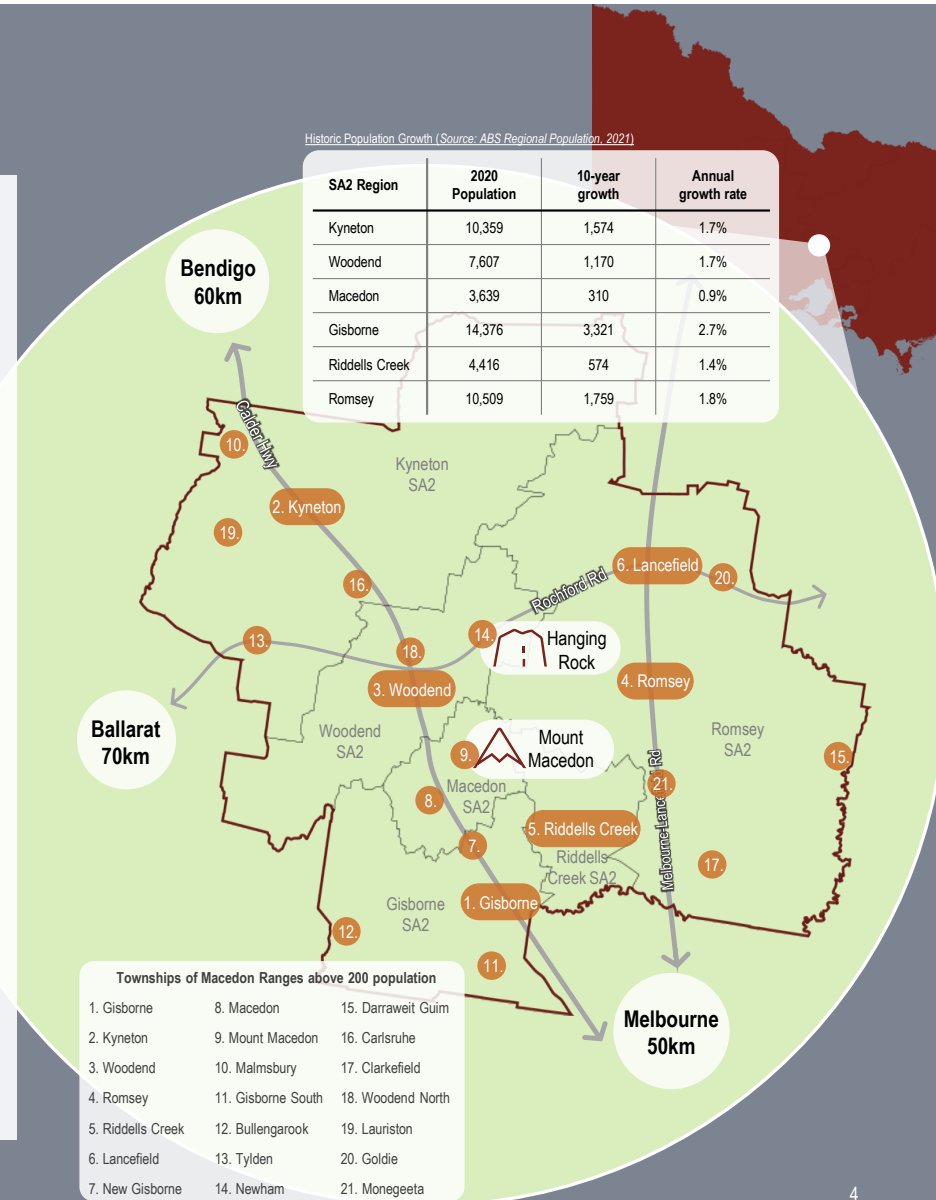
Macedon Ranges is a magnet for both visitors and a resident population as both cohorts are attracted by the Shire's highly liveable regional setting. The strength of the LGA is a welcoming community set within attractive locations. The geographic position of Macedon Ranges provides some of the best access to the economic momentum that is driven from Greater Melbourne.

The diversity of townships, landscape and relative proximity to larger metropolitan and regional centres of Melbourne and Bendigo at times challenges Macedon Ranges to forge a unique regional identity. In fact, the individual townships are perhaps better known than the broader local government area, something that locals recognise through their passion and drive for the future of their own towns, which are viewed as a higher priority than the collective LGA.

However, broader sustainability objectives that are aligned to economic development recognise the need to strengthen local economic diversity and increase local workforce participation. These issues are best addressed in a coordinated manner that leverages the collective strengths of the region's townships.

Historic Population Growth (*Source: ABS Regional Population, 2021*)

SA2 Region	2020 Population	10-year growth	Annual growth rate
Kyneton	10,359	1,574	1.7%
Woodend	7,607	1,170	1.7%
Macedon	3,639	310	0.9%
Gisborne	14,376	3,321	2.7%
Riddells Creek	4,416	574	1.4%
Romsey	10,509	1,759	1.8%

Townships of Macedon Ranges above 200 population

1. Gisborne	8. Macedon	15. Darraweit Guim
2. Kyneton	9. Mount Macedon	16. Carlsruhe
3. Woodend	10. Malmsbury	17. Clarkefield
4. Romsey	11. Gisborne South	18. Woodend North
5. Riddells Creek	12. Bullengarook	19. Lauriston
6. Lancefield	13. Tylden	20. Goldie
7. New Gisborne	14. Newham	21. Monegeeta

Bendigo 60km
Ballarat 70km
Melbourne 50km

Hanging Rock
Mount Macedon

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Introduction cont.

The impacts and response to COVID-19 provide opportunity to engage more local residents in a more meaningful role within their communities. The daily exodus of workers to Melbourne is a well-known occurrence and is common for most peri urban regions. This pattern was interrupted during the lockdowns of 2020 and presents opportunities to capitalise on new ways of working, as groups of local employed residents maintain the shift to hybrid forms of work that balance time in a central location with time working productively from home.

Responding to these shifts in working, recognising challenges and inhibitors for local business, developing responses to strengthen the collective townships, and identifying opportunities for increased education and training that can support local employment are central to economic development plans. However, there also needs to be recognition that many people will only be able to access certain jobs and opportunities outside Macedon Ranges.

In fact, change is the one constant that strategic planning by governments actively addresses through the articulation of a clear vision, establishing objectives and the resourcing of actions. This document is such a strategy. The Draft Macedon Ranges Economic Development Strategy 2021 – 31 (EDS) seeks to address pressure points, threats, opportunities and change through establishment of a clear 10-year strategy and 5-year supporting implementation plan.

The current EDS is the successor to the Economic Development Strategy 2009-2019 and therefore builds upon the actions and outcomes achieved over the last ten years, while also repositioning objectives and actions to suit the needs of Macedon Ranges over the next ten years.

The current EDS also incorporates an update to the Agribusiness Plan 2013-2018. It is important to note that actions are integrated throughout the EDS and are not explicitly listed or separated from broader priorities and actions. For example, the implementation plan includes certain actions related to agribusiness such as support for small-scale rural enterprises and advocating for a regional assessment of water resources.

Critically, within the Macedon Ranges context is the need to recognise strong local values, leading sustainable development that balances investment attraction, improved environmental outcomes, and provides inclusive economic conditions, so all community members prosper. These themes are central to the Macedon Ranges Economic Development Strategy.

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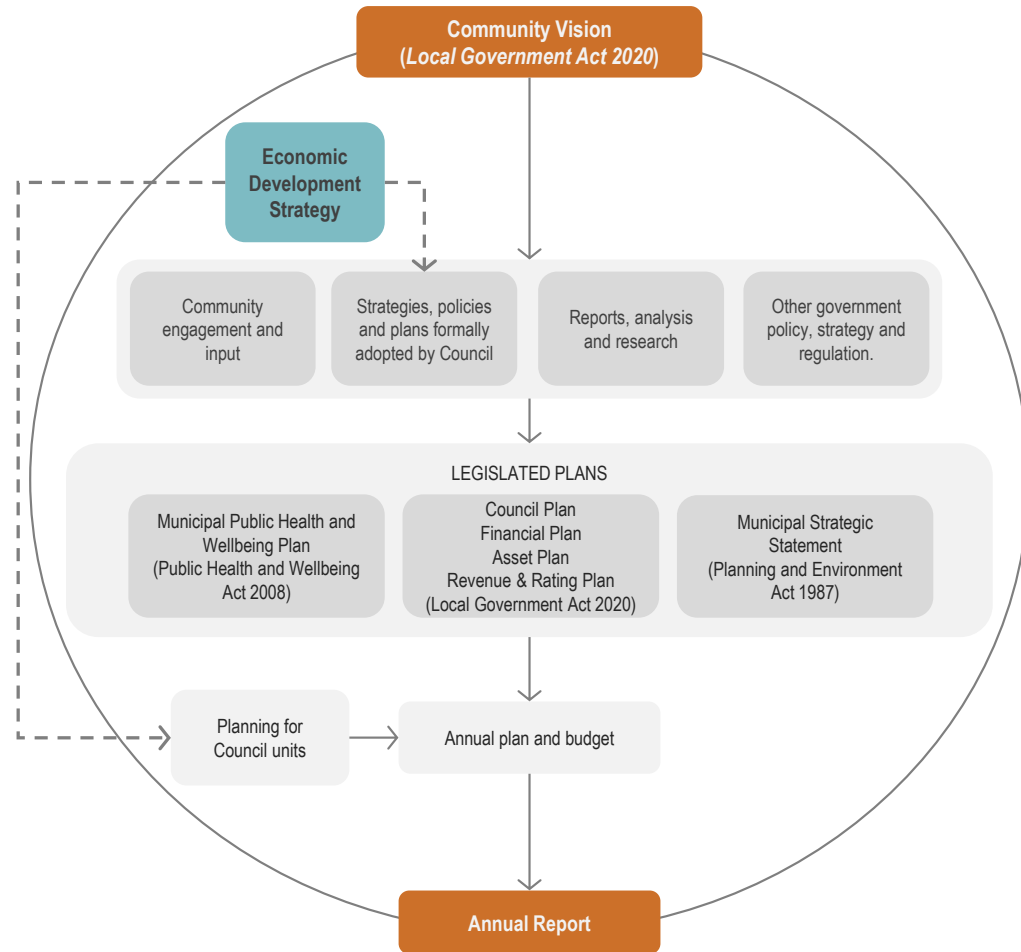
Economic Development in Local Government

The Economic Development Strategy (EDS) is one of the strategies that is formally adopted by Macedon Ranges Shire Council. This aligns with deliberative engagement activities and development of the Council Plan.

The Local Government Act 2020 outlines the powers and accountabilities of local government within Victoria. In performing its role, Council gives effect to a range of overarching governance and supporting principles. Ultimately, these principles aim to ensure Council works toward the best outcomes for the municipal community over the long term.

Other responsibilities of local government can facilitate and guide economic development through their own land holdings as well as their responsibilities as planning authority under the Planning & Environment Act 1987.

The development of strategic plans is an essential component of the planning framework that guides Council's plans and resources and articulates how they seek to achieve agreed community objectives. The adjacent figure demonstrates the relationship of an EDS to both inform future direction over the long term, while guiding annual planning and resource allocation at a Business Unit level for Council's annual plan and associated budget.

Community Vision
(*Local Government Act 2020*)

Economic Development Strategy

Community engagement and input

Strategies, policies and plans formally adopted by Council

Reports, analysis and research

Other government policy, strategy and regulation.

LEGISLATED PLANS

Municipal Public Health and Wellbeing Plan (Public Health and Wellbeing Act 2008)

Council Plan
Financial Plan
Asset Plan
Revenue & Rating Plan
(Local Government Act 2020)

Municipal Strategic Statement (Planning and Environment Act 1987)

Planning for Council units

Annual plan and budget

Annual Report

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Council's role in economic development will be performed through its core functions. Council's core functions and their relationship to economic development are described below:

Advocacy

Promotion of regional interests to other levels of government and decision makers.

Facilitation

Providing information, marketing, or incentives | fostering partnerships | establishing local regulation.

Investment Attraction

Creating an environment that catalyses investor interest.

Repeatedly through engagement activities undertaken as part of the preparation of the EDS, participants indicated that Council is most effective through 'Planning' and 'Facilitation' as a means to achieve local economic development outcomes.

Investigation

Completing due diligence, feasibilities, and de-risking for future investment.

Planning

Aligning economic development vision to local and regional plans | land use planning.

Service Provision

Traditional or new services to support economic development.

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Local Government Strategic Planning

The development of an EDS cannot be viewed in isolation from supporting and aligned strategic planning by other Local Government departments and other tiers of government.

The EDS does not seek to incorporate all planning that supports the future of economic sectors, enabling infrastructure investment or core activities to support economic growth. Rather the EDS seeks to align these documents to minimise duplication and to provide support to relevant strategies.

Many opportunities identified during preparation of the EDS relate to activities that support a range of economic sectors. For example, improving digital connectivity, lifting main streets through public domain improvements, and improved signage will benefit many industries within Macedon Ranges.

Key points regarding tourism accommodation, calendars of events, and opportunities for nature-based experiences are strongly aligned to the visitor economy and are identified and incorporated in the adopted Macedon Ranges Visitor Economy Strategy 2019-2029. As a result, these actions are recognised but omitted from the EDS.

The adjacent table outlines some of the relevant strategies and policies which align with the EDS. Where relevant these strategies are recognised as supporting policy within the Implementation Plan. However, to avoid unnecessary duplication and corporate reporting, where an initiative has been recognised and adopted and actions are self-contained, the EDS will omit replication of these actions, as outlined in the Visitor Economy Strategy example above.

COUNCIL PLAN

Strategic Resource Plan

Health and Wellbeing in the Council Plan 2017-2027

Arts and Culture Strategy 2018-2028

Biodiversity Strategy 2018

Climate Change Action Plan

Environment Strategy 2019

Visitor Economy Strategy 2019-2029

Macedon Ranges Planning Scheme and Local Planning

Individual township and site structure plans and urban design frameworks

Hanging Rock Reserve Environmental Management Plan

Participate (Positive Ageing Plan)

Elevate (Youth Strategy 2018-2028)

Early Years Plan

Settlement Strategy

Shire-Wide Footpath Plan

Macedon Ranges Heritage Strategy

Walking and Cycling Strategy 2014

Open Space Strategy 2013

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Sustainability in Macedon Ranges

Sustainable Development Goals- United Nations
(Source: https://www.un.org/sustainabledevelopment/sustainable-development-goals/*)*

Sustainability is a key theme that emerged through development of the EDS and is relevant to many areas of Council's strategies and policies. However, the notion and perception of sustainability within a given community can vary greatly. Often strongly linked to actions and themes associated with the environment, the 17 Sustainable Development Goals (SDGs) adopted by the United Nations provide a logical and integrated framework that recognises broad elements of sustainable development for global, local and individual action.

At their core, the SDGs provide a call to action to "end poverty, protect the planet and improve the lives and prospects of everyone, everywhere".

So how is sustainable development defined? In essence sustainable development can be defined as:

– Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

– Development that strengthens efforts towards building an inclusive, sustainable, and resilient future for people and planet.

Notably, to achieve sustainable development the integration of economic growth, social inclusion and environmental protection are required. That is, integrating these objectives ensures core outcomes for communities can target prosperity, well-being, and health within a location such as the Macedon Ranges Local Government Area.

To simply achieve one objective such as environmental protection at the cost of inclusive growth for all members of a community does not achieve sustainability.

Figure 3 demonstrates the 17 SDGs and clearly articulates that sustainability encompasses a diverse range of objectives. These goals provide a strong basis for a local economic development strategy and an investment decision making framework that embraces inclusion, education, and environmental outcomes while recognising the role of meaningful work and economic growth to improve all lives in a responsible and sustainable way.

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Local Economic Context

	GRP	Jobs	Population
Macedon Ranges	$2.09 B (2019)	13,348 (2016)	50,231 (2019)
Macedon Ranges 5-year aagr*	7.5%	1.7%	2.0%
Loddon Campaspe 5-year aagr*	7.1%	2.1%	1.4%

Source: REMPLAN, ABS Regional Population

*aagr = Average annual growth rate
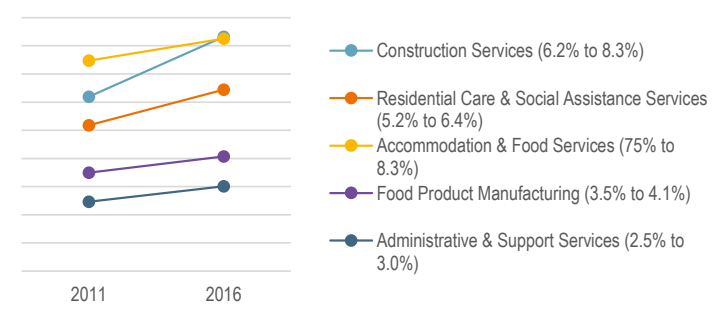
REGIONAL INITIATIVES

o **City of Gastronomy**
    Bendigo and the region has been accepted by the UNESCO Creative Cities Network as a City of Gastronomy, in recognition of our region's diverse food culture and our community's commitment to local, sustainable, delicious and creative produce.

o **Regional Waste Management**
    Waste management is a regional issue that requires a coordinated response. Sustainable resource recovery presents opportunities to reduce the environmental and financial cost of waste to landfill, maximise recovery, create new resources and generate employment.

o **Regional Employment & Innovation Corridor**
    This focal area seeks to recognise the region's creativity, innovation, sustainability and liveability, leveraging the population and associated significant public investment throughout the transport corridor and settlements between Melbourne, Bendigo and Echuca-Moama.

o **Central Victorian Goldfields World Heritage bid**
    World Heritage listing of Australia's Central Victorian Goldfields aims to share the extraordinary story of the Central Victorian Goldfields with people from across the globe and create social, cultural and economic opportunities for every community and person across the region.

Top 5 employing sectors

Education & training 1,508

Retail trade 1,478

Construction services 1,110

Accommodation & food services 1,102

Residential care & social assistance 860

Source: REMPLAN

Top 5 growth sectors (share of employment)

- Construction Services (6.2% to 8.3%)
- Residential Care & Social Assistance Services (5.2% to 6.4%)
- Accommodation & Food Services (75% to 8.3%)
- Food Product Manufacturing (3.5% to 4.1%)
- Administrative & Support Services (2.5% to 3.0%)

2011   2016

Source: REMPLAN

Construction, 55%
Construction Services, 48%
Electricity, 42%
Sports, Recreation & Gambling, 41%
Agriculture, Forestry & Fishing Support Services, 41%

Source: REMPLAN
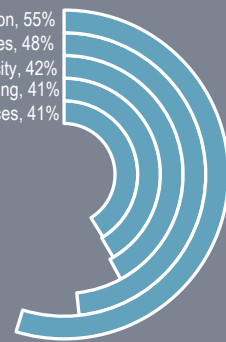
LOCAL SUPPLY CHAINS

Local supply chains refer to the proportion of total revenue that is spent on inputs sourced from the local region. A high level of local expenditure on intermediate goods and services proportionate to total output is indicative of well-developed local supply chains and also that any expansion in this sector would typically deliver broad based benefits for the region's economy.

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Economic Development Framework

Economic Development Framework

Local economic development aims to increase the economic capacity of a local area which, in turn, improves the well-being of local communities. In this way, economic development is ultimately about progressing outcomes that benefit the local community.

Economic development is a co-responsibility between individuals, businesses, organisations and tiers of government. The Australian Government and Victorian Government play significant roles in progressing economic development initiatives at broader regional and national scales. Local government plays an equally important role at the local level, undertaking a range of activities and initiatives in collaboration with local partners to promote the interests of the region.

However, businesses and non-government organisations are ultimately the ones that drive and deliver economic development through investment, service delivery, business growth, and local employment. Local government plays a supporting role through its core economic development functions.

In summary, the economic development framework outlines Macedon Ranges Shire Council's vision, commitment, strategic objectives, and key priority areas for the next 10 years. While this is a 10-year strategy, the outcomes will be driven by intentional prioritisation, annual action plans and funding availability. The framework illustrated on page 17 provides an overview of the strategy while the elements of the framework are explored throughout the following sections.

Macedon Ranges Shire Council aims to champion development within the local region by mobilising local assets and resources to capitalise on specific competitive advantages and help the region thrive.

There are three key elements which are required to deliver economic development initiatives more broadly, and are critical inputs into delivering on this strategy:

Partnerships – coordination and cooperation of organisations.

Resources – adequate capital, people, time, and material goods.

Market opportunity – a defined geographic extent, identified sectors, supply & demand.

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Vision

The development of an economic vision that encapsulates the values, objectives and aspirations of the people of Macedon Ranges is critical to the preparation of a strategy. Engagement across multiple business representatives, government agencies and organisations, community members and Macedon Ranges Shire Council elected representatives has identified core themes that have informed the development of a vision.

The following vision presents a balanced yet aspirational vision for economic development in the shire. The vision seeks to maintain and protect core values while balancing the need to recognise that change is inevitable. Ultimately, it aims to recognise that development which achieves sustainable goals, is proactive and innovative is consistent with the values and aspirations of Macedon Ranges.

The economic vision for Macedon Ranges Shire is:

To facilitate an inclusive & sustainable economic future for Macedon Ranges achieved through targeted investment in long-term practical measures, combined with innovative development that actively responds to our key values of environment, landscape, proud local towns, and a welcoming community.

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Local economic development values

Throughout the development of this Strategy, business and community stakeholders identified critical obligations of Council in addition to the core functions outlined above. These obligations are described here as values which will guide the development, delivery and implementation of the Economic Development Strategy.

In stating these values, Council recognises its role as a leader in the community, but also encourages and requires ongoing input from, and collaboration with, the business community.

1

Leading by example – Council will leverage their own organisation for employment, training initiatives, investment in local business to business (B2B) procurement.

2

Providing consistent and practical support – Council recognises the need to set a long-term vision that is achieved through evidenced-based decision-making and providing consistent practical outcomes that support local community economic development.
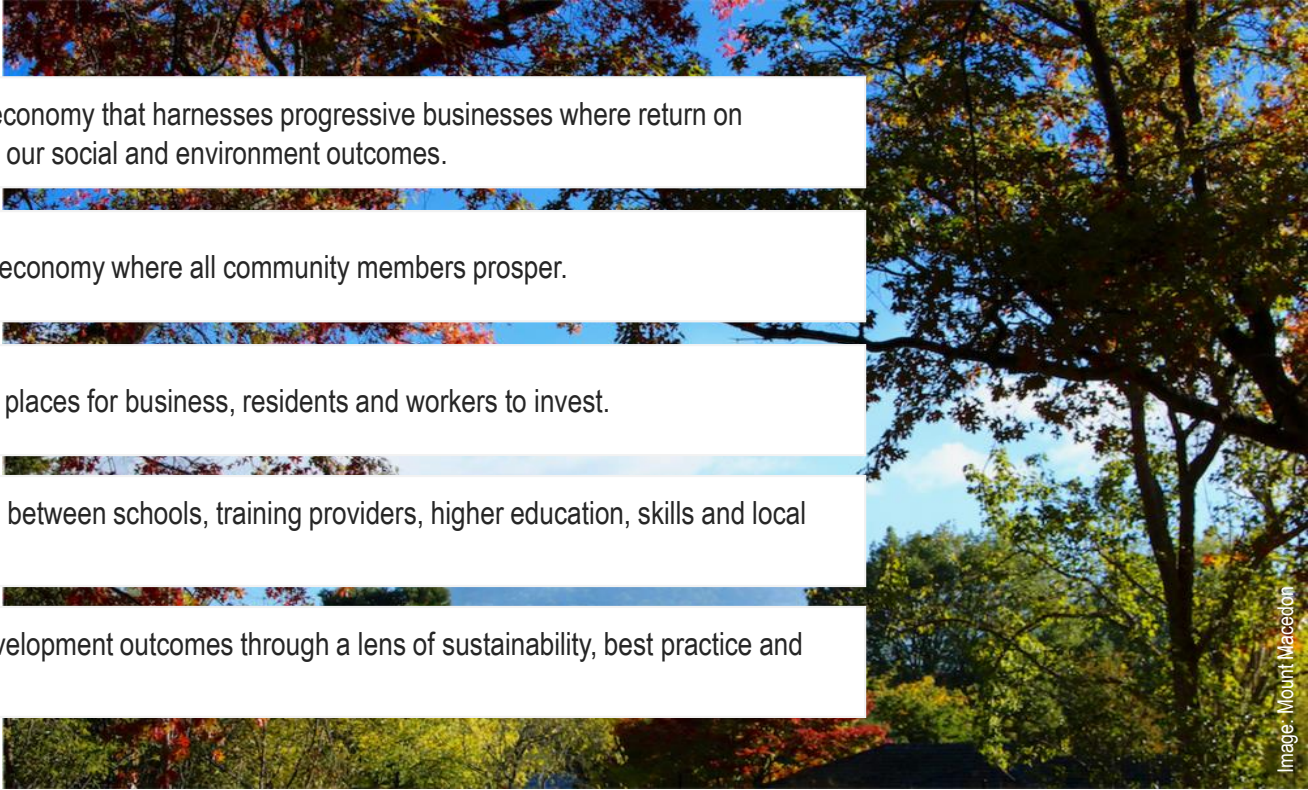
3

Acting as an enabler – Council will coordinate investment attraction and local business growth through a mindset that is underpinned by facilitation, innovation and collaboration.

4

Being agile and flexible – Council will hold a firm view on its stated preferred future. However, there will also be a need to respond to opportunities and changes as they occur. While our goal will stay the same, our plan on how we get there will need to be adaptable.

5

Being visionary – Council will articulate a clearly defined direction and make hard decisions to hold the course for the broader public good.

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Strategic economic objectives

Aligned with the vision are core objectives that seek to provide a clear direction for each of the strategic priorities established through background research, stakeholder engagement and strategy development. These include:

Establishing a green economy that harnesses progressive businesses where return on investment extends to our social and environment outcomes.

Ensuring an inclusive economy where all community members prosper.

Making our townships places for business, residents and workers to invest.

Fostering connections between schools, training providers, higher education, skills and local employment.

Leading economic development outcomes through a lens of sustainability, best practice and innovation.

Image: Mount Macedon

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Our Plan on a Page

MRSC EDS VISION

To facilitate an inclusive & sustainable economic future for Macedon Ranges achieved through targeted investment in long-term practical measures, combined with innovative development that actively responds to our key values of environment, landscape, proud local towns, and a welcoming community.

Our commitment

Leading by example	Being visionary	Providing consistent & practical support	Acting as an enabler	Being agile and flexible

Strategic objectives

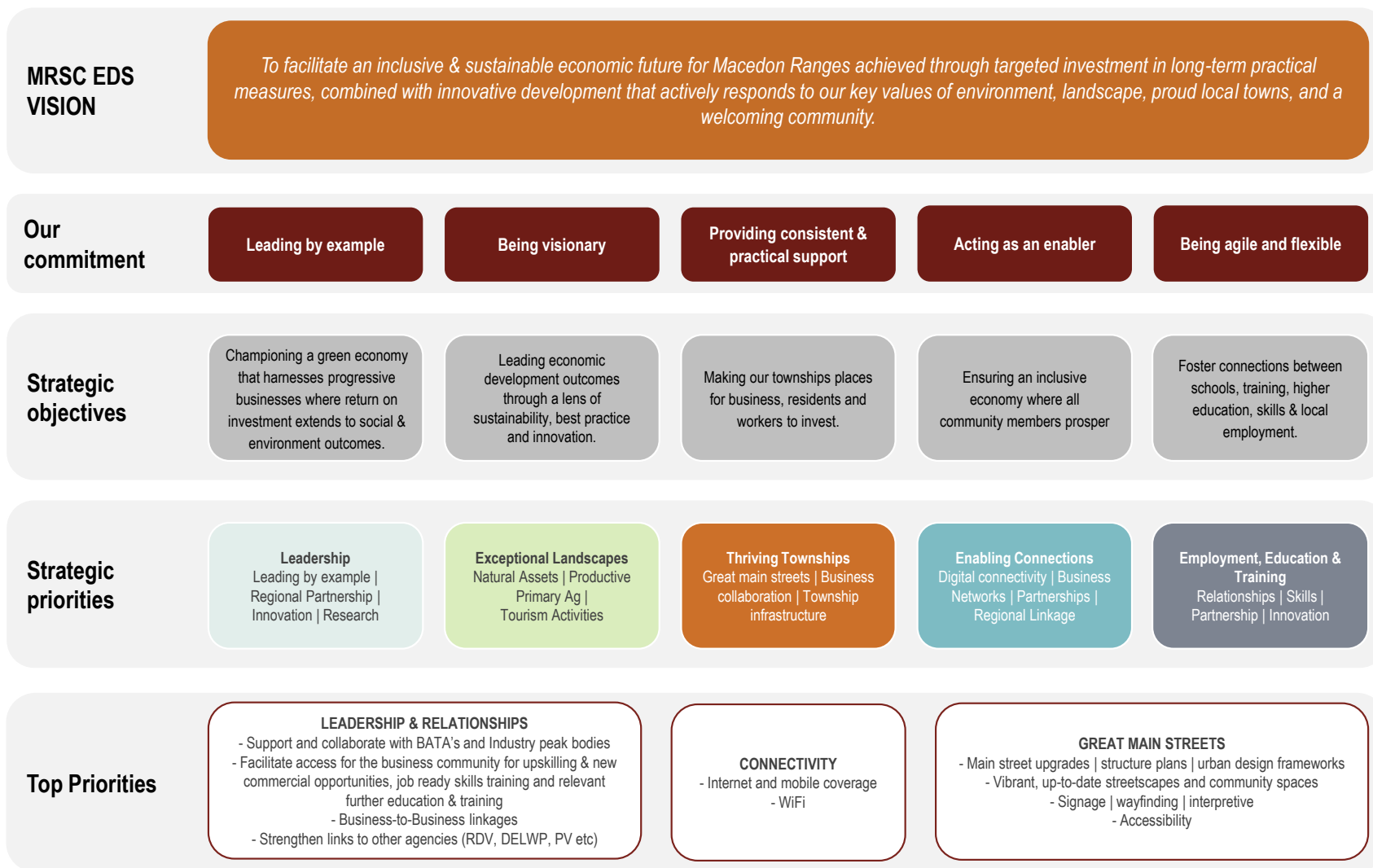| Championing a green economy that harnesses progressive businesses where return on investment extends to social & environment outcomes.	Leading economic development outcomes through a lens of sustainability, best practice and innovation.	Making our townships places for business, residents and workers to invest.	Ensuring an inclusive economy where all community members prosper	Foster connections between schools, training, higher education, skills & local employment.

Strategic priorities

Leadership Leading by example | Regional Partnership | Innovation | Research	**Exceptional Landscapes** Natural Assets | Productive Primary Ag | Tourism Activities	**Thriving Townships** Great main streets | Business collaboration | Township infrastructure	**Enabling Connections** Digital connectivity | Business Networks | Partnerships | Regional Linkage	**Employment, Education & Training** Relationships | Skills | Partnership | Innovation

Top Priorities

LEADERSHIP & RELATIONSHIPS
- Support and collaborate with BATA's and Industry peak bodies
- Facilitate access for the business community for upskilling & new commercial opportunities, job ready skills training and relevant further education & training
- Business-to-Business linkages
- Strengthen links to other agencies (RDV, DELWP, PV etc)

CONNECTIVITY
- Internet and mobile coverage
- WiFi

GREAT MAIN STREETS
- Main street upgrades \| structure plans \| urban design frameworks
- Vibrant, up-to-date streetscapes and community spaces
- Signage \| wayfinding \| interpretive
- Accessibility

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Statement of Preferred Economic Future in 2031

*The last ten years of **collaborative community, business and government investment** have had long-lasting positive impacts on the **sustainability** of our Shire, the Macedon Ranges, and its collective townships.*

***Greater economic diversity** and **increased local employment** opportunities that were catalysed through a shift in work practices and the increased focus on regions during the COVID-19 pandemic have created more resilient communities with **strong social, cultural and human capital** based within our region.*

*As we responded to the COVID-19 pandemic, Macedon Ranges assets and opportunities were identified by business as a key place to invest where **commercial ethos matched community values** centred around sustainable development. The alignment between community expectations for improvement to environment and increased levels of township resilience did require a **balance between economic growth, and sustainable levels of increased population** to achieve the vibrant thriving local township economies we now boast.*

*While this process of change was difficult to navigate, requiring high levels of township engagement and **clear economic leadership**, It has strengthened our region and brought community, business and government together in a partnership for our collective future.*

*The recognition that we are **collection of proud townships** who are **stronger as a connected collection** across the Macedon Ranges rather than in isolation was initially fostered through Council's efforts in regional communication, township wi-fi, direct employment opportunities and procurement policies. As a result we all celebrate **stronger digital connection**, real pathways for local employment at Certificate or higher levels, coupled with higher than ever seen **local business to business expenditure**.*

*Beyond transactions, our **local business networks foster innovation**, links to education and support direct links to research projects. **Business led initiatives** have tackled regional development outcomes for education and training and we are now finalising development plans for expanded local vocational education facilities within Macedon Ranges. Investment in technology and enabling infrastructure underpins or local economy. Collaboration by local business across industry sectors drives a level of **business acumen that is the envy of regions and cities** across the nation. Furthermore, the link between climate resilience, agricultural output, export markets and our visitor economy directly support the efforts to recognise the region through the **City of Gastronomy and Goldfields World Heritage classification**.*

*The response by rural landowners reflects these **global classifications and drive high-quality design responses** to enable local rural landscape experiences. These unique and niche offerings are celebrated as they link recognised cultural values, agribusiness and a maturing unique **tourism product that links experience, produce, landscape and main street economies** throughout the Shire.*

*Critically the level of population and associated talent concentrated in the southern half of the Regional Innovation & Employment Corridor have directly benefited the Macedon Ranges. Our townships' **infrastructure match communities' expectations**. Investment in transport and digital connectivity infrastructure, coupled with highly liveable communities now support pools of talent in a regional context that is unique to the Macedon Ranges.*

*These 'new' locals (some returned and some new) have developed a strong connection to the sustainable development principles and environmental values that underpin economic development in the Shire. These principles have resulted **in resilient local communities, improved natural environment assets, access to high quality education and great township infrastructure**.*

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Economic Priorities

Strategic Priorities

The following section outlines the five key priorities established through development of the EDS. Each section describes the logic for investment in these priorities as it relates to Macedon Ranges Shire.

These priorities apply to all sectors of the economy but may have different applications or interpretations for specific industries, businesses or interest groups. As outlined previously, actions related to agribusiness are integrated into these priorities and actions.

While not explicitly identified as a key priority, the principle of environmental sustainability is also an integrated theme. That is, no priority or action should be considered to be separate from, or above the need, to consider how our current actions will impact the ability of future generations to meet their own needs. This notion has been bolstered by Council's recent declaration of a climate emergency.

Ultimately, development and investment will strengthen efforts towards building an inclusive, sustainable and resilient future for people and planet. This was a very important and consistent theme throughout engagement with local businesses and community.

LEADERSHIP
- Leading by example
- Advocacy
- Research and development
- Regional partnerships
- Core economic development

EXCEPTIONAL LANDSCAPES
- Rural land use
- Productive enterprises
- Conservation
- Catchments & forests

THRIVING TOWNSHIPS
- Strong township structure
- Great main streets
- Accessible townships

ENABLING CONNECTIONS
- Digital connectivity
- Business networks & partnerships
- Regional linkage

EMPLOYMENT, EDUCATION & TRAINING
- Relationships
- Partnership
- Skills

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Economic Leadership

WHAT

Leaders are agents of change. Leadership in economic development involves identifying the people or organisations who exemplify best practices in a region, inspire a shared vision of increased prosperity, and enable others to act.

Economic development is a whole of community activity. Organisational leadership can be driven by Council to embrace customer service, adopting an approach to 'build on an offer' with a view to opportunity rather than purely limitations or constraints. This shift in approach is being embraced by diverse Council staff teams who interface with local business through statutory requirements for permits, networking opportunities for industry sectors, through to investment attraction for new entries to the Macedon Ranges economy.

Economic leadership should be considered as both an organisation and business led opportunity. Incremental opportunistic economic development can pose a significant threat to the future of regions and places when actions are not working towards the same priorities. Strength in economic leadership often comes through partnerships, communication and networking to impact cultural change that can then drive a strategic direction for a location. Local business networks, tourism and traders' associations, peak industry sector bodies and partnerships between business and government help galvanise support and target initiatives to match priorities of all sectors.

Critically, making strategically hard calls and holding course to achieve broader community benefit should be the focus for Council. This can be politically challenging, particularly in the face of short-term opposition. Decisions that strongly align to the objectives of a sustainable Macedon Ranges, and progress broader objectives around equity and opportunity, should be core to Council's business.

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Economic Leadership cont.

WHY

A combined voice for leadership is important to ensure actions taken move the region in the desired direction.

Councils are well placed to connect community, business and government to progress local economic development initiatives. The role of regional advocacy that recognises Macedon Ranges as both a regional partner within the Loddon Campaspe and peri-urban partner to metropolitan Melbourne should be seen as an advantage. Coordinating these regional partners to progress local outcomes within Macedon Ranges such as infrastructure investment and workforce attraction will be critical over the next 10 years.

Council's own leadership of strategy delivery for the EDS and other supporting and allied plans, such as the Macedon Ranges Visitor Economy Strategy 2019 – 2029, is a fundamental aspect of delivering tangible economic development outcomes. Engagement activities clearly identified the need for implementation of these existing strategies and plans. Continuing to act on existing plans will result in benefits relating to ongoing local events, master plan implementation for Hanging Rock, capitalisation on the Regional Employment & Innovation Corridor, upgrades to tracks and trails as well the UNESCO City of Gastronomy classification.

Macedon Ranges Shire Council is one of the shire's major employers as well as a provider or stakeholder for a range of services. For these reasons Council is often best placed to lead by example while also coordinating partnerships and driving collective impact across multiple stakeholders.

Increasing the level of local procurement could assist in driving activity for local businesses. Estimates suggest that every dollar of local expenditure made by local government has a multiplying effect of almost double . This impact indicates the value of ensuring a proportion of local content is considered in evaluation of tenders for contracts and service providers.

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Economic Leadership cont.

HOW

There will not be one single leader or approach to leadership that suits all sectors of the economy or community. It is therefore important to identify and support leadership across the spectrum of interest groups. There are a number of existing opportunities to demonstrate and support regional leadership, some of which are outlined below.

Leading by example

- Review Macedon Ranges local business procurement to proactively increase local expenditure.
- Support local employment pathways for students, apprentices and professional staff through Councils diverse sector opportunities.
- Complete and implement a statutory permit and processes review to improve the process for business permits providing greater surety for local business and community and increased efficiency for authority and proponent.

Advocacy

- Actively respond as a regional leader on behalf of local industry through key government submissions.
- Continue to work in partnership with community business and government, advocating for ongoing support to grow local employment opportunities.
- Seek state and federal funding to implement the EDS.

Research and development

- Continue to focus on opportunities to support and facilitate local industry development with strong links to research and development.
- Investigate opportunities to attract research and development businesses and develop a regional prospectus to proactively engage with businesses about the benefits of establishing in the region. This may include opportunities in agriculture, food manufacturing, or design and architecture for resilience.
- Subject to adoption of the Waste and Resource Recovery Strategy 2021 – 2026, support local businesses to investigate opportunities and invest in the resource recovery related initiatives.

Regional partnerships

- Proactively work to support relevant regional partnerships within the Loddon Campaspe region.
- Build on the momentum created through peak industry groups to consolidate the linkage between business, industry and local government economic development.
- Actively support the UNESCO City of Gastronomy regional project, recognising the strong link between Macedon Ranges primary producers, artisanal food offerings, local events and the visitor economy.
- Actively support the Central Victorian Goldfields World Heritage bid.
- Support actions that progress the Regional Employment & Innovation Corridor initiative, such as the "100 Gig City Region" project.

Core economic development

- Undertake core economic development activities to support businesses locally through government support initiatives.
- Supporting business to take advantage of the opportunities presented by the green economy (Note: the United Nations defines a green economy as low carbon, resource efficient and socially inclusive).
- Undertake regional marketing to attract preferred businesses and promote industries.
- Deliver 'Buy Local' campaigns and other initiatives that strengthen local supply chains and retain expenditure in the local economy.

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Exceptional Landscapes

WHAT

Macedon Ranges has a collection of high-quality natural assets that are recognised locally, and at a state and national level. These assets are part of broader landscapes that provide important ecological services, underpin agricultural productivity, contribute to liveability for the local population, and act as attractions for visitors to the region.

The same natural assets are also under threat of changing processes associated with climate change including increased temperatures, bushfire risk and secure access to water.

The 'Exceptional Landscapes' priority recognises the need to ensure that future development activities that support agricultural production, artisanal food outcomes, and increased visitor experiences are balanced with both environmental protection of high-value assets and enhanced local environments.

Current land use planning policy framework recognises the state significance of the Macedon Ranges landscapes . However, current planning policy at a local level, and in particular the application of existing rural land use zones can be inhibiting for some local economic development outcomes.

The EDS recognises this constraint on rural land use, which could present opportunity for activation of rural land and, as a result, see increased investment in rural land to improve sustainable land management outcomes.

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Exceptional Landscapes cont.

WHY

The link between landscape and identity is strong in Macedon Ranges. There is intrinsic value provided by natural areas and the Shire's landscapes. These biodiverse, naturally beautiful and productive areas also generate extrinsic economic activity as people want to live or visit these areas and by doing so support economic activity.

The combination of settlement patterns and associated land use practices can threaten natural systems. However, there is a direct connection between local community and their connection to place and landscapes. This same draw for locals also encourages visitors to enjoy seasonal changes, leverage destinations like Hanging Rock for major events or to re-connect with wild places within an hour's drive of Melbourne.

Agriculture remains an important industry sector in Macedon Ranges. The value-added estimate for all industries in Macedon Ranges is $1,866.234 million and the agriculture, forestry & fishing sector contributes $95.844 million (5.1%) of total value-added within the shire.

Despite the level of primary production occurring in the municipality, particularly in the north-east of the shire, there is often a need to look at off-farm or secondary revenue streams on rural land to ensure both farm viability and improve the levels of investment in land management.

The size of many rural holdings does not allow scaling of enterprise as housing price pressure inflates the cost of land and the ability to farm. Therefore, opportunities for visitor related incomes, be that farm gate sales, accommodation or event related activities, present significant opportunity across rural areas of Macedon Ranges.

The same quality landscapes that provide this opportunity need to be respected with any proposed activity to ensure that it is sensitive to environmental context, responds to the capability of the landscape and meets best practice.

Additionally, key, high-value public land locations are often destinations for visitors that can be packaged for longer (overnight) stays. Long trips and overnight visitation have significant benefit for local businesses within key sectors including food, accommodation, retail and wineries. Many of these locations require targeted investment to support sustainable levels of visitation.

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Exceptional Landscapes cont.

HOW

Recognising the significance of local landscapes and rural areas and their role in sustaining ecosystems, existing primary production, small scale rural enterprises and the local visitor economy. The following strategies will be important for achieving exceptional landscapes.

Rural land use

- Align the priorities for sustainable economic development with the review of the rural land use strategy to ensure primary land use functions are retained while confirming the need for design and development that actively responds to local environmental values.

Productive enterprises

- Recognise the importance of farming and its connection to local main street businesses and the visitor economy through targeted business support that encourages resilience in the face of changing climatic conditions.

- Recognise that from little things, big things can grow. Support small scale rural enterprises through business support that builds capability and capacity to establish secondary activities in appropriate locations, such as farm-stays, farm gate sales, and niche high-end activities.

- Leverage business networks and other government support to guide new business entries or existing landholders through development processes and established planning expectations in Macedon Ranges through proactive activities such as property-based site visits and workshops.

Conservation

- Collaborate with local Aboriginal and Torres Strait Islander organisations and public land managers to identify key locations in Macedon Ranges that require improved investment in infrastructure to support increased visitation while achieving conservation outcomes.

Catchments

- Advocate for a regional assessment of water resources (surface / ground / recycled) to support economic activity and rural land uses including agribusinesses.

- Investigate the need to complete further assessment of the link between long term water security and increased regional economic benefit within the Macedon Ranges, such as that which is being undertaken in the Wimmera to measure the social and economic value of water resources[1].

- Advocate for a co-ordinated State Government (DELWP) and Water Authority strategy, and investment in water infrastructure to support agribusiness in Macedon Ranges.

Forests

- Seek to capitalise on the proposed establishment of the Wombat – Lerderderg National Park through the lens of tourism and existing industry activity to support long term sustainable development outcomes for Macedon Ranges.

- Support the development of tracks and trails through funding applications and advocacy.

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[1]*Wimmera Development Association (2017), Measuring the social and economic value* 25

Thriving Townships

WHAT

Macedon Ranges is not one homogenous place but a collection of unique towns and localities each with their own history, character and sense of community. The townships are critical for local economies, local community and increasingly destinations for tourism visitation.

The concentration of visitation and public infrastructure investment is recognised within the Loddon Mallee Economic Growth Strategy. Macedon Ranges townships of Kyneton, Woodend and Gisborne, which are associated with the 'Calder Corridor' are identified as accessible key locations to support sustainable levels of population increase around business innovation that is led by a workforce who do want to live and work locally. While not identified at the regional level, this also applies to townships of Romsey and Riddells Creek. This accessibility is a result of proximity to Melbourne and the existing road and rail infrastructure, especially that along the Calder Corridor.

The linkage to sustainable development principles is important for this theme. The EDS recognises the pressure on infrastructure to ensure local businesses can thrive, visitors want to return and sustainable levels of population and industry growth can occur.

There is a strong alignment between the EDS and land use planning at a township level. In particular, investment in township infrastructure, land for local employment and future housing requirements that underpin sustainable local economic development are key themes for this priority.

Thriving Townships cont.

WHY

Townships are the Shire's heartbeat. Attracting talent (i.e. workforce) and visitors has been strongly linked to many of the key assets present in the townships of the Macedon Ranges. Walkable, tree-lined, and well-presented main streets compliment local character and heritage architecture of towns and villages. Ensuring that the presentation and structure of each town enables and does not hinder activity will be important for viability and growth. Streetscapes, street furniture, wayfinding and signage will all play an important role in making town centres places that people want to 'linger longer'.

Public investment in developing 'complete streets' has been linked to corresponding private investment by business and property owners within the central trading areas of townships. A high-quality urban form supports repeat visitation and has been strongly linked to innovation 'districts' that attract talent.

The Regional Employment & Innovation Corridor initiative recognises this and seeks to harness the enviable settlement pattern of the Macedon Ranges which has strong, protected township boundaries that are well-connected by road and rail. These aspects all link to the attraction of regional areas, a movement that has increased during the COVID-19 pandemic in response to best practice health policies in major centres, like Greater Melbourne, that restricted the movement of people.

Investment in infrastructure that can support work from home opportunities and ultimately link to business creation or growth for local employment is a significant opportunity for the Macedon Ranges. Importantly this supports the existing population servicing economic base of retail and other local industry that supplies to households.

While the economic impact of visitation is important for many industries in Macedon Ranges it has a weekly and seasonal cycle that does not support demand for full-time operations for many local businesses. Engagement with local businesses indicated that an increased local population would be necessary to grow demand throughout the week and support full-time operation of many businesses. Supplementing these visitor fluctuations through sustainable levels of township population will be important for many locations, particular in the eastern corridor of Romsey and Lancefield.

Sustainable development objectives are central to this priority of achieving a balanced growth that supports local employment, can reduce work-related travel and provides diversity of industry at a township scale. There are peripheral areas within townships that provide key employment land which need to be protected and, in some instances, expanded to support this diversity.

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Thriving Townships cont.

HOW

Sustainable economic growth in Macedon Ranges is intimately tied to the future of the townships and villages. There is a need for integration of economic development activity with land use planning through Township Structure Plans. Economic development within the Thriving Townships priority will be achieved through infrastructure investment for residents, visitors and business, provision of adequate local employment land and through support of signature opportunities within townships.

Strong township structure

- Work with community and business to see the established town boundaries as an opportunity for sustainable growth of townships to accommodate residents and support thriving town centres.

- Review and assess the need for future employment land with a focus on Romsey, Kyneton and New Gisborne.

- Ensure a variety of employment land, which may include commercial, industrial and mixed uses, is secured in townships with strong population growth.

Great main streets

- Support the implementation of Townships Structure Plan recommendations and/or relevant urban design frameworks through business case development that attracts funding support for high quality urban design.

- Actively support a clear capital works program for all townships public infrastructure through business case development and funding submissions.

- Support businesses and landowners to access funding for heritage restorations that maintain and enhance cultural experiences for locals and visitors.

Accessible townships

- Support the delivery of the Tourism Signage Plan to improve visitation experience and contribute to adopted place branding.

- Support Council's Environment Department to work with appropriate vendors and SP Ausnet to implement electric car charge stations in all townships.

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Enabling Connections
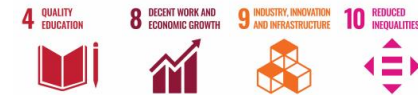
WHAT

Investment in digital infrastructure and supporting technology that enables business growth and underpins local business confidence is critical as the world has shifted to hybrid forms of work and an increasing reliance on digital communication.

The strength of local regions is often their strong social and human capital which can be harnessed through business networks and physical connection. Where strong connections exist, competition is replaced by a shared vision for the prosperity of a region.

Reliable physical and digital connections are critical for business and industry but are also important for residents to access healthcare and education, and to participate in social activities.

There is a need to continue advocacy for improved telecommunications. This work requires partnership across providers, government and regional organisations to unlock the current constraints within the telecommunication systems.

Building on business relationships across industry and place, the EDS also seeks to harness the recent increase in local business networking to provide stronger links between business, industry and local government.

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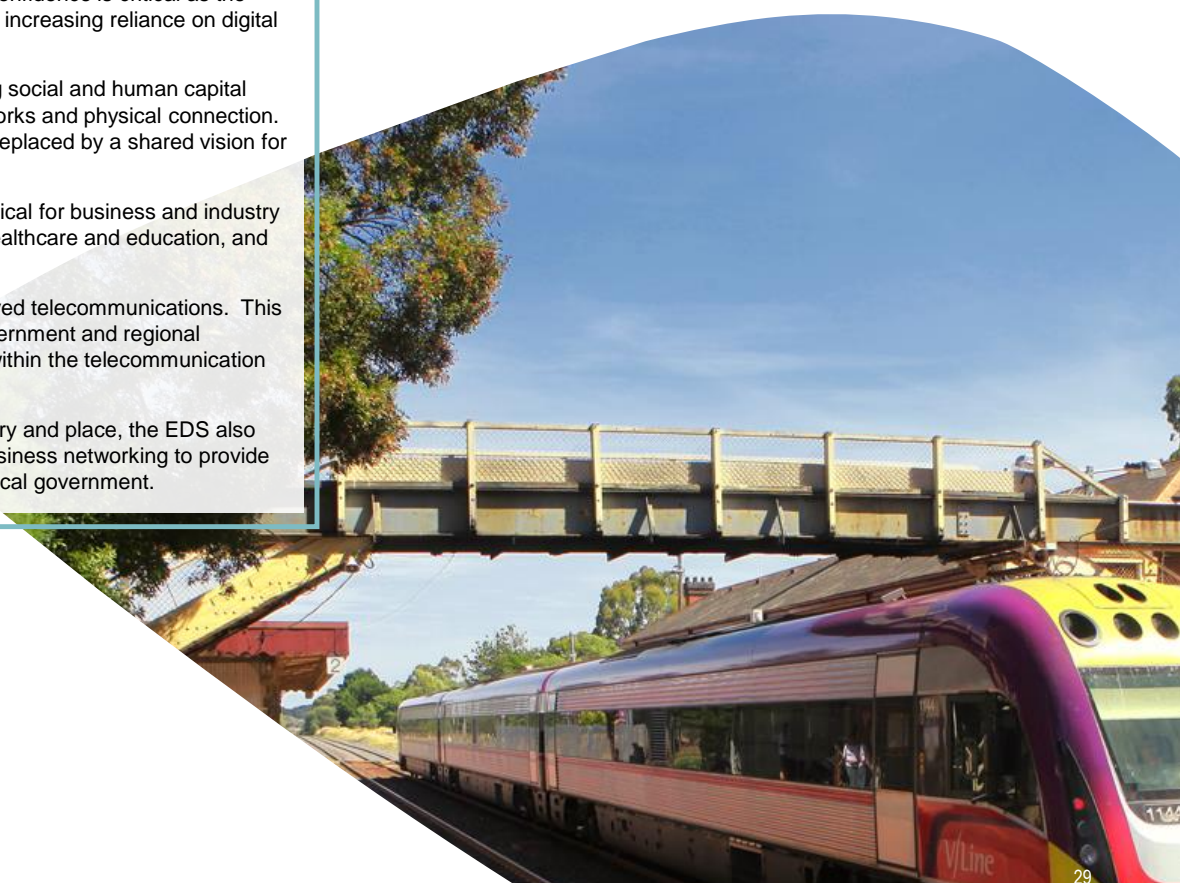
Enabling Connections cont.
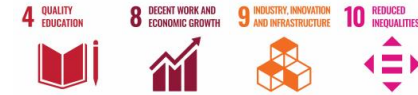
WHY

The role of connections underpins business activity. Physical connections for partnerships, advocacy and to support business networks have been central to relationship building. The need for equitable digital connectivity has never been more important.

The ability to access markets, clients and undertake marketing or direct transactions digitally are all critical for business as our reliance on these forms of communication and exchange have become a source for resilience and agility. Additionally, people are increasingly relying on communications networks to access education and healthcare.

Regional locations often suffer from inadequate digital connections which creates inefficiencies, increases the cost of business, and increases the risk to business continuity. Supporting all members of the Macedon Ranges community to have equitable access to digital communications networks, supporting technology and infrastructure is strongly linked to the inclusive principles of sustainable development. Access to such networks becomes more pressing in the context of emergencies and disasters, both during events and in the recovery phase.

Proposed investment in telecommunications infrastructure in Macedon Ranges has stalled in the past due to community opposition to the type of infrastructure proposed, but this has come at a cost to some businesses and local jobs. There is a need for leadership, advocacy and partnership to drive a regional response.

Beyond digital connectivity, the ability to harness established business networks at a shire-wide or regional level is a strength that can provide confidence for government support while sending a strong message for future business investment. Achieving alignment across business, industry and government for a shared vision for Macedon Ranges is critical within this context.

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Enabling Connections cont.

HOW

The focus of this economic priority within Macedon Ranges is directly addressing the digital divide that exists within the shire. Digital access is both an economic and a social issue. Issues relating to physical infrastructure required to overcome geographical constraints and the cost of access will need to be addressed to overcome the divide. Leveraging existing infrastructure and embracing new technologies will help drive greater equity of digital services In addition, township infrastructure is required to support broader strategies for the visitor economy, while increased momentum across business networks provides an important opportunity for regional collaboration and support.

Digital connectivity

- Actively support delivery of the Loddon Campaspe Digital Plan prepared by the Regional Partnership to ensure local priorities and future investment requirements are progressed.

- Explore the potential for broader access to communication networks within townships, such as the roll out of free Wi-Fi within each township as outlined in the regional Digital Plan.

- Collaborate with regional Local Government partners to leverage dark fibre (existing but unlit fibre optic cable) opportunities within the Regional Employment & Innovation Corridor.

- Raise awareness regarding the need for improved infrastructure and application of existing infrastructure (such as the existing Telstra Internet of Things (IoT) network) and the impacts that various types of communications networks can have on economic development.

Business networks & partnerships

- Build on the momentum created through industry peak bodies to consolidate the linkage between business, industry and local government economic development.

- Investigate opportunities to establish and improve links to businesses in towns with no business association.

- Co-ordinating shire marketing efforts to support local businesses through business profiles that create awareness and foster increased business to business activity.

Regional linkage

- Work with partners across all levels of government to advocate for investment in mobile infrastructure that will address blackspots and support industry that is based in a rural setting.

- Continue to advocate with key communication providers for improved shire wide communication and connectivity.

Employment, Education & Training

WHAT

Providing people with the tools and resources necessary to support themselves, their families and contribute to their community through ongoing education and practical experience is vital to economic prosperity.

Employment and education are inextricably linked. Businesses expand and create job opportunities when people are educated and apply their skills and knowledge in the workplace. Enabling people to access educational and training opportunities throughout their working lives not only benefits the individual, but also the community more broadly.

The world is changing, and the skills required for the modern economy are changing with it. The importance of transferrable 'soft skills' alongside the technical 'hard skills' are increasingly recognised. Digital competence, design, marketing and customer service are just some of the areas creating value in the new economy. At the same time, traditional skills of boutique and artisanal makers are being revived as customers seek authenticity and high-quality goods.

However, accessing post-secondary education and training can be an issue for residents of Macedon Ranges. Poor digital connectivity, constraints relating to physical transport, access to registered training organisations (RTOs), availability of vocationally qualified teachers, and a lack of large local employers who typically provide entry level jobs are some of the barriers that exist.

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Employment, Education & Training cont.

3 GOOD HEALTH AND WELL-BEING   **4** QUALITY EDUCATION   **5** GENDER EQUALITY   **8** DECENT WORK AND ECONOMIC GROWTH   **10** REDUCED INEQUALITIES
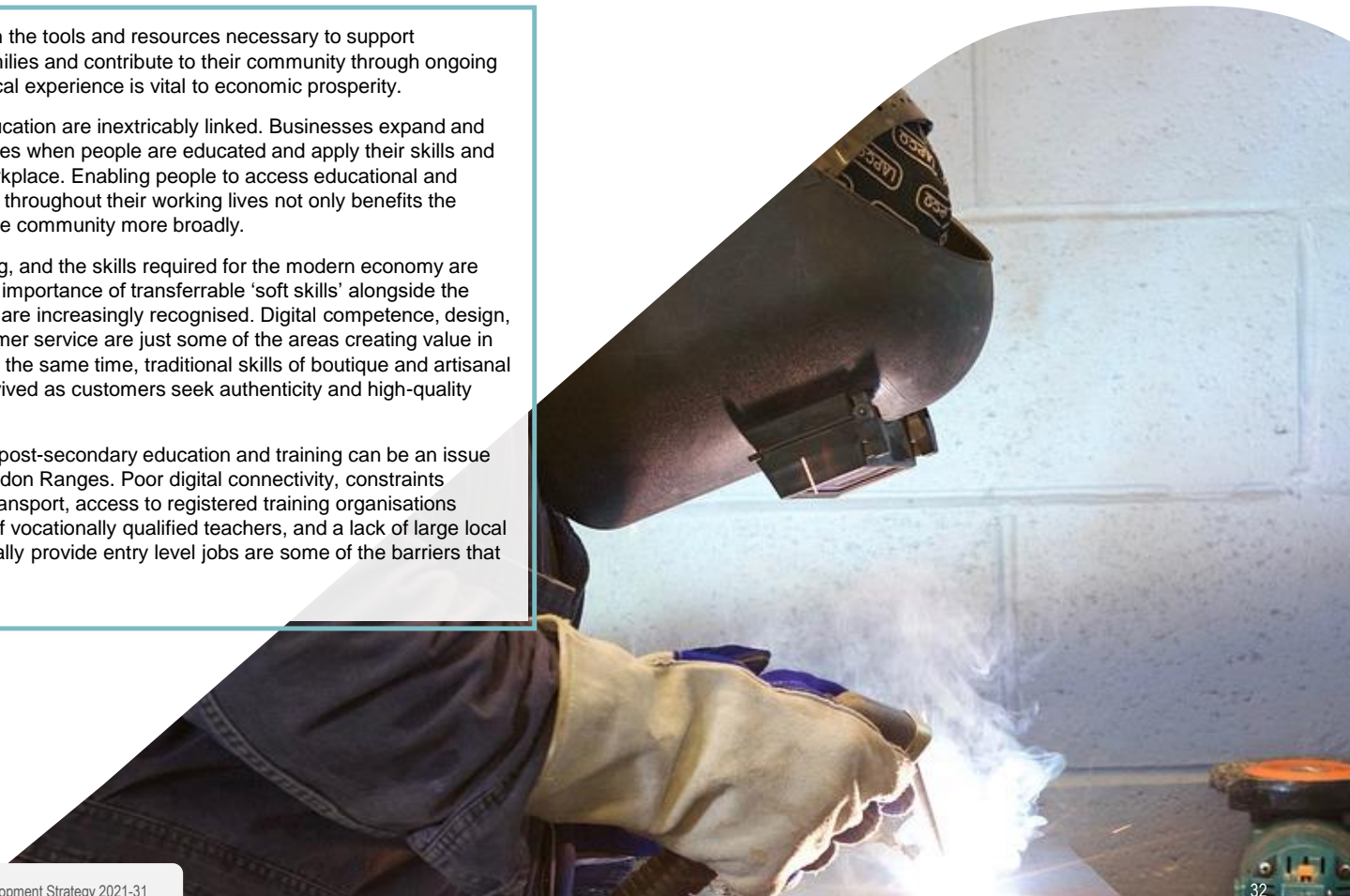
WHY

Local provision of higher education has a range of benefits, from unlocking local talent, retaining skills, creating a more resilient and adaptable workforce, and fostering collaboration and entrepreneurship.

Creating an environment that supports continued education, or lifelong learning, is not just favourable but essential. It is widely recognised that people will now typically work in a multitude of jobs across their working lives and will require ongoing upskilling and training. The value of skills is also changing rapidly with the half-life of a skill dropping from 30 years to 6 years . There is an increasing need to update skills and knowledge as the relevance of workers' current abilities is declining at a faster rate than before. This need applies to young workers entering the workforce, current workers, and mature workers who may be transitioning to retirement.

Ensuring businesses have access to workers with the right skills is good for business and good for employees. Coordination between industry groups and education providers can encourage skills alignment. When workers have the skills that industry needs, the employability of individual workers is increased, and the benefit to businesses is also increased.

Some employers may be reluctant to provide opportunities and invest in young workers if they believe that they will ultimately leave the area, while many small businesses lack the resources or time to take on inexperienced employees. However, this can become a self-fulfilling issue as young workers leave due to a lack of opportunity. The ability to acquire post-school qualifications locally, and subsequent employment, can be an incentive for young people to stay within the region.

Effects of the COVID-19 pandemic have intensified insecurity for many workers. 'On-demand' workers, casual employees and the self-employed were typically the hardest hit during the lockdowns. Conversely, the opportunity to 'work from home' has been embraced by many employers and employees, a trend that decentralises workers and can negate the need for long commutes. These trends may also see an increase in the number of micro and home-based businesses. Ensuring workers have access to training opportunities and can effectively work remotely if they choose supports a more resilient workforce and economy.

The physical barriers to work and education will also need to be addressed. The lack of public transport options within the Shire is a limiting factor for many younger students who do not have a drivers' licence. This is especially prevalent when trying to travel east-west, away from the main north-south corridors in the Shire. Many students and young people have to leave the Macedon Ranges for further education (TAFE and University), however for those that can access education locally the inability to travel to a location can be inhibiting. Outside of Melbourne, the nearest TAFE and university campuses are located in Bendigo, Castlemaine, Seymour and Wallan. For those people that do wish to return, access to work and suitable accommodation can also be an issue.

Council can also play a key role in supporting and providing economic opportunities for Indigenous communities. By actively removing barriers and engaging economically with Aboriginal and Torres Strait Islander Peoples, Council can support self-determination and also benefit from unique knowledge and experience.

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Employment, Education & Training cont.

HOW

This economic priority is focused on increasing the accessibility of post-school training and education within Macedon Ranges, and improving employment pathways. One of Council's roles will be in supporting education and training providers to deliver services in the region. As one of the Shire's largest employers, Council can also play a key role in providing opportunities for workers.

Relationships

- Facilitate engagement between industry groups and training providers to ensure the skills being acquired by workers are aligned with needs of industry.

- Actively engage with Aboriginal and Torres Strait Islander Peoples to ensure employment and procurement opportunities are developed and promoted in way that effectively reaches workers and businesses.

- Facilitate dialogue between all schools in the Shire, government and private, to improve coordination of VET training programs. This is to focus on creating a critical mass of students to enable program delivery, and also coordinating transport solutions for students.

Partnership

- Participate in the Head Start program and actively promote the program to local employers with the aim of linking them into the program.

- Work with RTOs, TAFE and universities to support local delivery of courses. This could be through creation of a physical space to accommodate students undertaking study at various institutions.

- Support the Central Ranges Local Learning and Employment Network to improve access to training and education pathways to employment for young people.

Skills

- Council to play a lead role in offering structured workplace learning (SWL), entry-level job opportunities and supporting school-based apprenticeships and traineeships (SBATs). This approach is currently being progressed in other neighbouring Councils and can help to lead a whole community approach.

- The reform of the Victorian Certificate of Education (VCE) places a greater focus on vocational pathways and applied learning. Government schools will receive funding for a dedicated Jobs, Skills and Pathways Coordinator, and new Area-based Jobs, Skills and Pathways Managers. Council will work with schools and other educational organisations to leverage outcomes of the reform for local students.

- Support the development and implementation of Council's Reconciliation Action Plan, particularly in providing economic opportunities for Aboriginal and Torres Strait Islander Peoples.

- Support access to learning opportunities for mature workers and assist with accessing State and Federal Government support initiatives, such as the Skills and Training Incentive.

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Implementation Plan 2021 - 2026

Glossary of acronyms

BATAs – Business and Tourism Association

CRLLEN - Central Ranges Local Learning and Employment Network

DJPR – Department of Jobs, Precincts and Regions

RDV – Regional Development Victoria

RTBs – Regional Tourism Boards

RTO – Registered Training Organisation

SBATs – School-based Apprenticeships and Traineeships

SWL – Structured Workplace Learning

Strategic Priority	Action	MRSC Role	Partners	Timing Year
	ECONOMIC LEADERSHIP			
Leading by example	Review Macedon Ranges Shire Council local business procurement options to proactively increase local expenditure. Ensure ongoing monitoring and review of procurement policy to measure effectiveness.	Lead	Internal departments	1
	Support local employment pathways for students, apprentices and professional staff, with explicit actions for Aboriginal and Torres Strait Islander Peoples through Councils diverse sector opportunities.	Support	CRLLEN Djandak	2 - 3
	Investigate a statutory permit and processes review to improve the process for business permits providing greater surety for local business and community and increased efficiency for authority and proponent.	Lead	Internal departments	1 - 2
Advocacy	Actively advocate as a regional leader on behalf of local industry through key government submissions.	Lead	BATAs Peak industry bodies	1 - 5
	Continue to work in partnership with community, business and government, advocating for ongoing support to grow local employment opportunities.	Lead	BATAs Peak industry bodies CRLLEN	1 - 5
	Seek and apply for state and federal funding to implement actions identified in the EDS.	Lead	RDV DJPR	1 - 5
Regional Partnership	Proactively support relevant regional partnerships within the Loddon Campaspe.	Support	RDV Regional Partnerships	1 - 5
	Actively support the UNESCO City of Gastronomy project recognising the strong link between Macedon Ranges primary producers, artisanal food offerings, local events and the visitor economy.	Support	Agribusiness Sector Regional Councils RTBs	1

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Strategic Priority	Action	MRSC Role	Partners	Timing Year
ECONOMIC LEADERSHIP (cont.)				
Regional Partnership (cont.)	Build on the momentum created through the peak industry groups to consolidate the linkage between business, industry and local government economic development.	Lead	Agribusiness Sector BATAs Peak industry bodies	1 - 3
	Create and improve linkages between Council and business in towns with no representative business or trader association.	Lead	Local business operators	1 - 2
	Actively support the Central Victorian Goldfields World Heritage bid.	Support	Lead partners City of Ballarat, City of Greater Bendigo	2
	Support actions that progress the Regional Employment & Innovation Corridor initiative, such as the "100 Gig City Region" project.	Support	City of Greater Bendigo Mount Alexander Shire Council	1
Research & Development	Continue to focus on opportunities to support and facilitate local industry development with strong links to research and development.	Support	Government agencies Individual businesses	2 - 4
	Investigate opportunities to attract research and development businesses and develop a regional prospectus to proactively engage with businesses about the benefits of establishing in the region.	Lead	Internal departments	2 - 3
	Subject to adoption of the Waste and Resource Recovery Strategy 2021 – 2026, support local businesses to investigate opportunities and invest in the resource recovery related initiatives	Support	Local business operators	2 - 5
Core Economic Development	Undertake core economic development activities to support businesses locally through government support initiatives and other measures.	Lead	RDV State and Federal Government agencies	1 - 5
	Supporting business to take advantage of the opportunities presented by the green economy.	Support	Internal departments	2-3
	Deliver Buy Local campaigns and other initiatives that strengthen local supply chains and retain expenditure in the local economy	Lead	BATAs	1

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Strategic Priority	Action	MRSC Role	Partners	Timing Year
	EXCEPTIONAL LANDSCAPES			
Rural Land Use	Collaborate with Council's Planning Department to ensure priorities for sustainable economic development align with the review of the rural land use strategy with the aim of ensuring primary land use functions are retained while recognising and respecting the need for design and development that actively responds to local environmental values.	Support	Internal departments	2
Productive enterprises	Undertake targeted business support for agricultural enterprises that encourages resilience in the face of changing climatic conditions, recognising the importance of farming and its connection to local main street businesses and the visitor economy.	Support	Agribusiness Sector	2 - 3
	Support small scale rural enterprises to establish compliant secondary activities in appropriate locations, such as farm-stays, farm gate sales, and niche high-end activities.	Support	Agribusiness Sector	1 - 5
	Collaborate with and support local Aboriginal and Torres Strait Islander Peoples to identify and progress economic opportunities derived through utilisation of local landscapes and agricultural production.	Support	Dja, Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung. Agribusiness Sector	2 - 3
Conservation	Collaborate with local Aboriginal and Torres Strait Islander organisations and public land managers to identify key locations in Macedon Ranges that require improved investment in infrastructure to support increased visitation while achieving conservation outcomes.	Support	Dja, Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung. ParksVic DELWP	2 - 4
Catchments	Advocate for a regional assessment of water resources (surface / ground / recycled) to support economic activity and rural land uses including agribusinesses.	Support	Agribusiness Sector	2
	Investigate the need to complete further assessment of the link between long term water security and increased regional economic benefit within the MRSC.	Lead	Agribusiness Sector	2 - 3
	Advocate for a co-ordinated State Government (DELWP) and Water Authority strategy, and investment in water infrastructure to support agribusiness in Macedon Ranges.	Support	Agribusiness Sector	3 - 5
Forests	Support the development of tracks and trails throughout the Macedon Ranges and connections to regional networks.	Support	ParksVic DELWP Neighbouring Councils	1-5

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Strategic Priority	Action	MRSC Role	Partners	Timing Year
	THRIVING TOWNSHIPS			
Strong township structure	Work with community and business to see the established town boundaries as an opportunity for sustainable growth of the township for future residents and thriving town centres.	Support	Local communities	3 - 5
	Collaborate with and assist local business operators to seek funding and support delivery of township activations, events utilising public streets, and other events in public spaces.	Support	BATAs	1 - 3
	Undertake or support an assessment of the potential need for future employment land in the Shire with a focus on Romsey, Kyneton and New Gisborne.	Support	Internal departments	2 - 4
Great main streets	Support the implementation of Township Structure Plan recommendations and/or relevant urban design frameworks through business case development that attracts funding support for high quality urban design and active street frontages.	Support	Internal departments	1 - 5
	Actively support a clear capital works program for all township's public infrastructure through business case development and funding submissions.	Support	Internal departments	1 - 5
	Support businesses and landowners to access funding for heritage restorations that maintain and enhance cultural experiences for locals and visitors.	Support	Local land owners and business owners	1 - 5
Accessible townships	Work with Council's environment team, appropriate vendors and SP Ausnet to implement electric car charge stations in all townships.	Support	Internal departments	2 - 3

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Strategic Priority	Action	MRSC Role	Partners	Timing Year
	ENABLING CONNECTIONS			
Digital connectivity	Actively contribute to the Loddon Campaspe Digital Plan being prepared by the Regional Partnership to ensure local priorities are captured and future investment requirements are understood.	Support	Regional Partnership	1
	Explore and advocate for options that provide broader access to communication networks within townships and rural areas, such as the roll out of free Wi-Fi within each township and improved access to telehealth as identified in the regional Digital Plan.	Support	Telecommunication operators	2 - 4
Business networks & partnerships	Collaborate with regional Local Government Partners to leverage dark fibre (existing but unlit fibre optic cable) opportunities within the Regional Employment & Innovation Corridor	Support	Corridor Councils	2 - 3
	Build on the momentum created through the peak industry groups to consolidate the linkage between business, industry, and local government, including those locations that have no peak body representation.	Lead	BATAs Peak industry bodies RTBs	1 - 3
	Co-ordinating shire marketing efforts and provision of a mechanism to support local businesses through business profiles that create awareness and foster increased business to business activity.	Lead	All local businesses RTBS BATAs	1 - 2
Regional Linkage	Work with partners across local and state government to advocate for investment in mobile infrastructure that will address blackspots and support industry that is based in a rural setting.	Lead	Agribusiness Sector Neighbouring Councils	1 - 2
	Continue to advocate with key communication providers for improved shire-wide communication and connectivity.	Lead	Telecommunication operators NBN Co.	1 - 3

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Strategic Priority	Action	MRSC Role	Partners	Timing Year
	EMPLOYMENT, EDUCATION & TRAINING			
Relationships	Establish a regular forum for industry to engage on matters relating to education and training needs/barriers. The focus would be on the ten largest regional employers.	Lead	RTOs Education providers CRLLEN Large local businesses	3 - 5
	Facilitate a working group of local schools and the Central Ranges Local Learning and Employment Network with the aim of improving access to VET programs.	Support	CRLLEN Local schools	2
Skills	Council to provide employment opportunities for young workers by actively participating in SWL, SBATs and Head Start programs.	Support	Internal departments	2 - 3
	Upon endorsement, support the delivery of Council's Reconciliation Action Plan and deliver actions that increase employment and business opportunities for Aboriginal and Torres Strait Islander Peoples.	Support	Internal departments Local employers	2 - 5
	Support access to learning and skill development opportunities for mature workers by assisting with accessing State and Federal Government support initiatives, such as the Skills and Training Incentive.	Lead	Internal departments	2 - 3
Partnerships	Actively promote the Head Start program to local businesses with the aim of connecting more employers with the program.	Support	CRLLEN Local schools	2 - 5
	Explore opportunities to establish a physical learning hub(s) within the Shire to support students' access to education.	Lead	RTOs Education providers CRLLEN	3 - 5
	Support the Central Ranges Local Learning and Employment Network to identify education and training challenges and opportunities for young people – including facilitating a local education and training task force.	Support	CRLLEN	1 - 2

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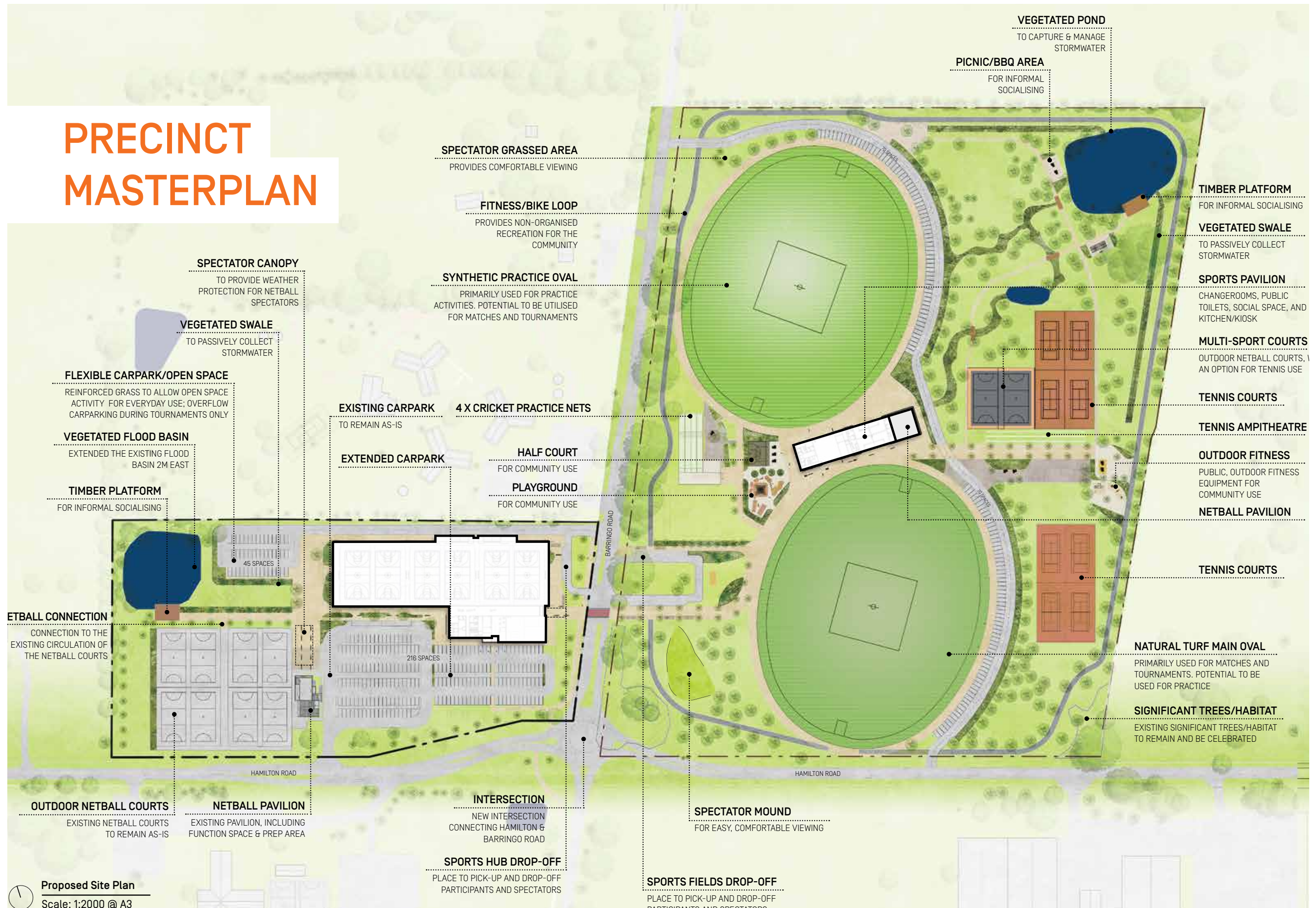REGIONAL SPORTS PRECINCT
STAGE 1 PRESENTATION

Stage 1 Presentation
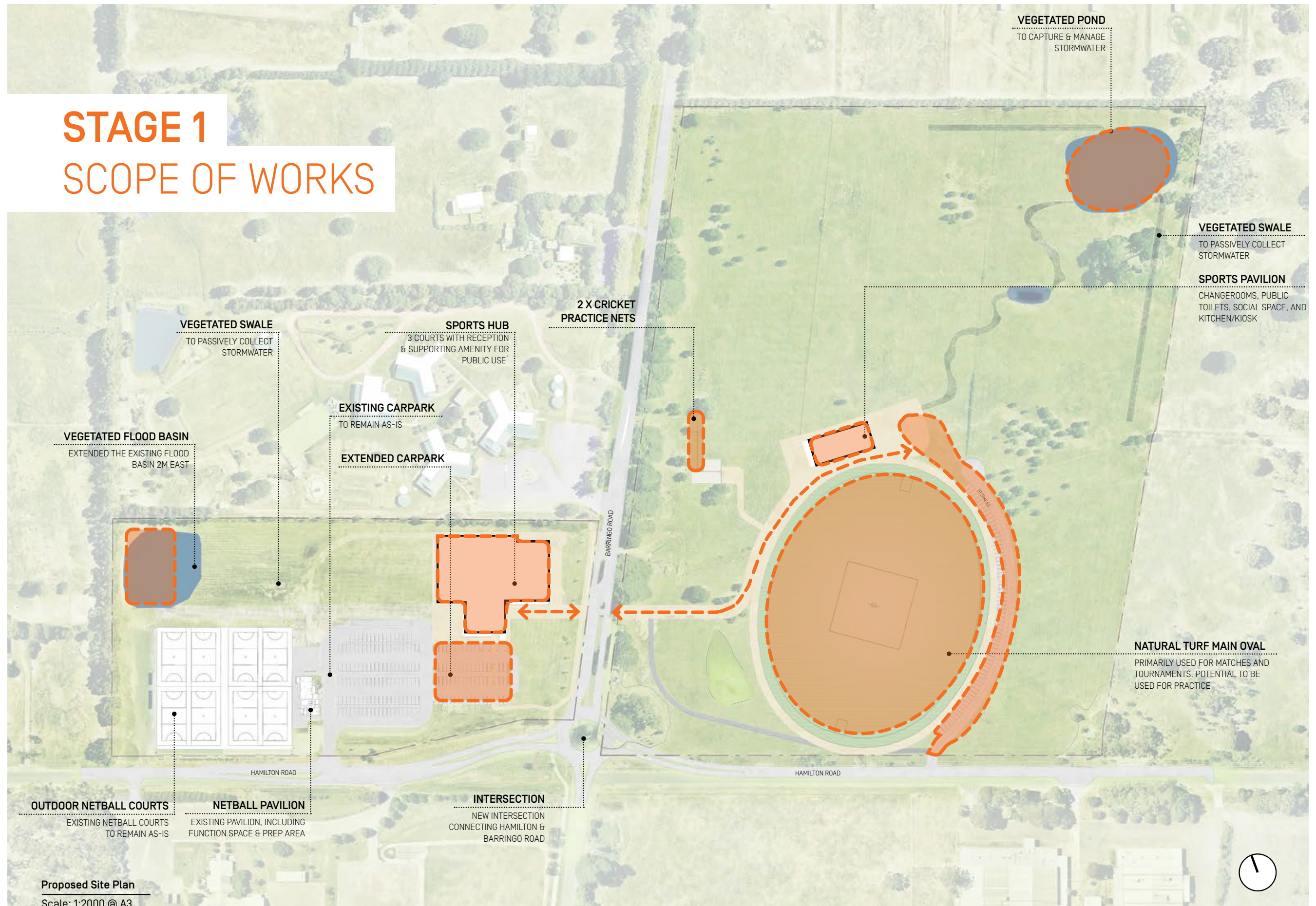May 2021

Acknowledgement of Country

City Collective acknowledge the Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung People, Traditional Custodians of the land of the Macedon Ranges and recognise their continuing connection
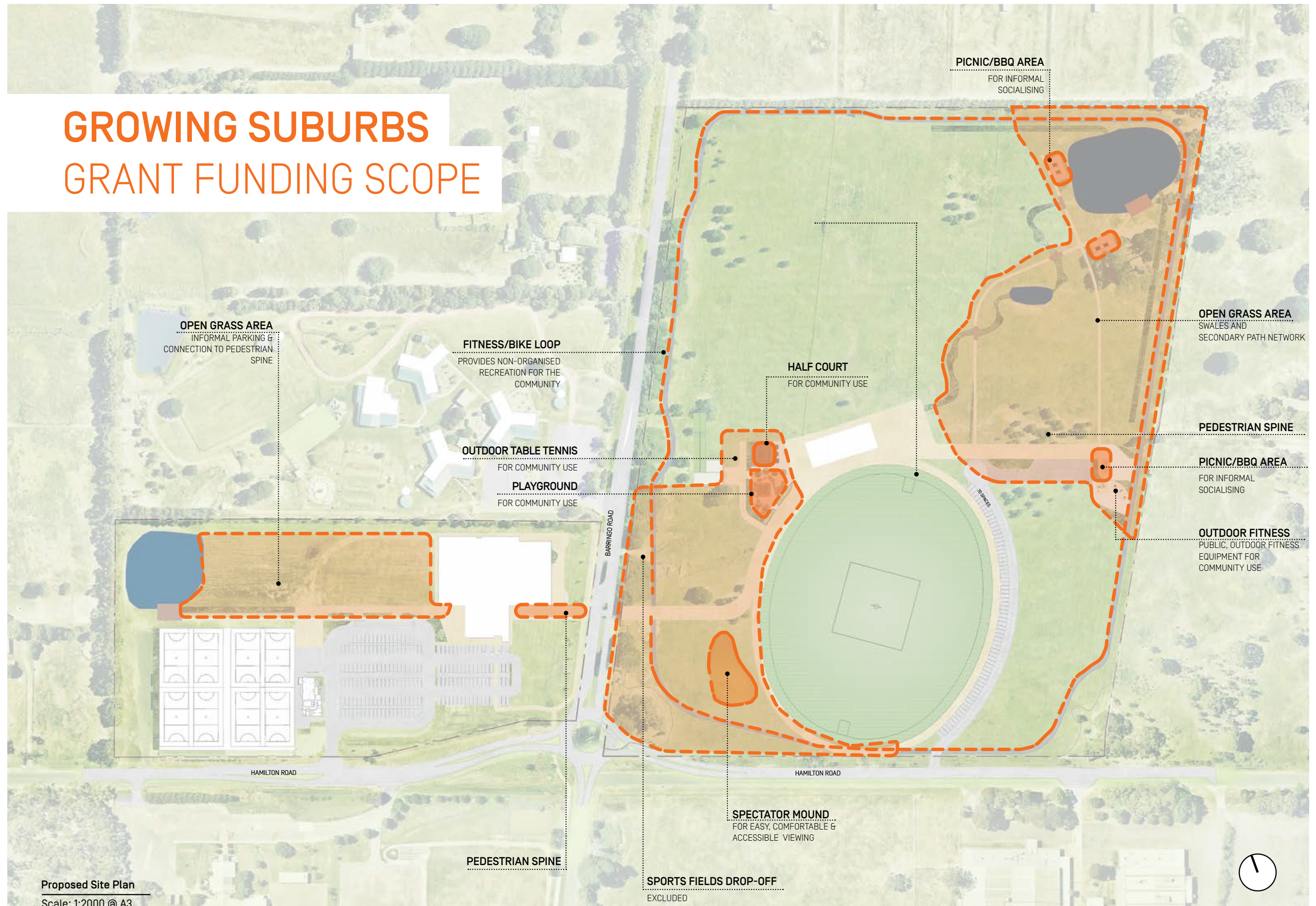
PRECINCT MASTERPLAN

VEGETATED POND
TO CAPTURE & MANAGE STORMWATER

PICNIC/BBQ AREA
FOR INFORMAL SOCIALISING

TIMBER PLATFORM
FOR INFORMAL SOCIALISING

VEGETATED SWALE
TO PASSIVELY COLLECT STORMWATER

SPORTS PAVILION
CHANGEROOMS, PUBLIC TOILETS, SOCIAL SPACE, AND KITCHEN/KIOSK

MULTI-SPORT COURTS
OUTDOOR NETBALL COURTS, WITH AN OPTION FOR TENNIS USE

TENNIS COURTS

TENNIS AMPITHEATRE

OUTDOOR FITNESS
PUBLIC, OUTDOOR FITNESS EQUIPMENT FOR COMMUNITY USE

NETBALL PAVILION

TENNIS COURTS

NATURAL TURF MAIN OVAL
PRIMARILY USED FOR MATCHES AND TOURNAMENTS. POTENTIAL TO BE USED FOR PRACTICE

SIGNIFICANT TREES/HABITAT
EXISTING SIGNIFICANT TREES/HABITAT TO REMAIN AND BE CELEBRATED

SPECTATOR GRASSED AREA
PROVIDES COMFORTABLE VIEWING

FITNESS/BIKE LOOP
PROVIDES NON-ORGANISED RECREATION FOR THE COMMUNITY

SYNTHETIC PRACTICE OVAL
PRIMARILY USED FOR PRACTICE ACTIVITIES. POTENTIAL TO BE UTILISED FOR MATCHES AND TOURNAMENTS

SPECTATOR CANOPY
TO PROVIDE WEATHER PROTECTION FOR NETBALL SPECTATORS

VEGETATED SWALE
TO PASSIVELY COLLECT STORMWATER

FLEXIBLE CARPARK/OPEN SPACE
REINFORCED GRASS TO ALLOW OPEN SPACE ACTIVITY FOR EVERYDAY USE; OVERFLOW CARPARKING DURING TOURNAMENTS ONLY

VEGETATED FLOOD BASIN
EXTENDED THE EXISTING FLOOD BASIN 2M EAST

TIMBER PLATFORM
FOR INFORMAL SOCIALISING

EXISTING CARPARK
TO REMAIN AS-IS

EXTENDED CARPARK

4 X CRICKET PRACTICE NETS

HALF COURT
FOR COMMUNITY USE

PLAYGROUND
FOR COMMUNITY USE

NETBALL CONNECTION
CONNECTION TO THE EXISTING CIRCULATION OF THE NETBALL COURTS

45 SPACES

216 SPACES

HAMILTON ROAD

HAMILTON ROAD

BARRINGO ROAD

OUTDOOR NETBALL COURTS
EXISTING NETBALL COURTS TO REMAIN AS-IS

NETBALL PAVILION
EXISTING PAVILION, INCLUDING FUNCTION SPACE & PREP AREA

INTERSECTION
NEW INTERSECTION CONNECTING HAMILTON & BARRINGO ROAD

SPECTATOR MOUND
FOR EASY, COMFORTABLE VIEWING

SPORTS HUB DROP-OFF
PLACE TO PICK-UP AND DROP-OFF PARTICIPANTS AND SPECTATORS

SPORTS FIELDS DROP-OFF
PLACE TO PICK-UP AND DROP-OFF PARTICIPANTS AND SPECTATORS

Proposed Site Plan
Scale: 1:2000 @ A3

STAGE 1
SCOPE OF WORKS

VEGETATED POND
TO CAPTURE & MANAGE STORMWATER

VEGETATED SWALE
TO PASSIVELY COLLECT STORMWATER

SPORTS PAVILION
CHANGEROOMS, PUBLIC TOILETS, SOCIAL SPACE, AND KITCHEN/KIOSK

VEGETATED SWALE
TO PASSIVELY COLLECT STORMWATER

SPORTS HUB
3 COURTS WITH RECEPTION & SUPPORTING AMENITY FOR PUBLIC USE'

2 X CRICKET PRACTICE NETS

EXISTING CARPARK
TO REMAIN AS-IS

VEGETATED FLOOD BASIN
EXTENDED THE EXISTING FLOOD BASIN 2M EAST

EXTENDED CARPARK

NATURAL TURF MAIN OVAL
PRIMARILY USED FOR MATCHES AND TOURNAMENTS. POTENTIAL TO BE USED FOR PRACTICE

BARRINGO ROAD

HAMILTON ROAD

HAMILTON ROAD

OUTDOOR NETBALL COURTS
EXISTING NETBALL COURTS TO REMAIN AS-IS

NETBALL PAVILION
EXISTING PAVILION, INCLUDING FUNCTION SPACE & PREP AREA

INTERSECTION
NEW INTERSECTION CONNECTING HAMILTON & BARRINGO ROAD

Proposed Site Plan
Scale: 1:2000 @ A3

GROWING SUBURBS
GRANT FUNDING SCOPE

PICNIC/BBQ AREA
FOR INFORMAL SOCIALISING

OPEN GRASS AREA
SWALES AND SECONDARY PATH NETWORK

OPEN GRASS AREA
INFORMAL PARKING & CONNECTION TO PEDESTRIAN SPINE

FITNESS/BIKE LOOP
PROVIDES NON-ORGANISED RECREATION FOR THE COMMUNITY

HALF COURT
FOR COMMUNITY USE

PEDESTRIAN SPINE

OUTDOOR TABLE TENNIS
FOR COMMUNITY USE

PLAYGROUND
FOR COMMUNITY USE

PICNIC/BBQ AREA
FOR INFORMAL SOCIALISING

OUTDOOR FITNESS
PUBLIC, OUTDOOR FITNESS EQUIPMENT FOR COMMUNITY USE

BARRINGO ROAD

HAMILTON ROAD

HAMILTON ROAD

SPECTATOR MOUND
FOR EASY, COMFORTABLE & ACCESSIBLE VIEWING

PEDESTRIAN SPINE

SPORTS FIELDS DROP-OFF
EXCLUDED

Proposed Site Plan
Scale: 1:2000 @ A3

STAGE 1 IMPLEMENTATION

VEGETATED POND
TO CAPTURE & MANAGE STORMWATER

PICNIC/BBQ AREA
FOR INFORMAL SOCIALISING

FITNESS/BIKE LOOP
PROVIDES NON-ORGANISED RECREATION FOR THE COMMUNITY

TIMBER PLATFORM
FOR INFORMAL SOCIALISING

VEGETATED SWALE
TO PASSIVELY COLLECT STORMWATER

2 X CRICKET PRACTICE NETS

SPORTS PAVILION
CHANGEROOMS, PUBLIC TOILETS, SOCIAL SPACE, AND KITCHEN/KIOSK

VEGETATED SWALE
TO PASSIVELY COLLECT STORMWATER

SPORTS HUB
3 COURTS WITH RECEPTION & SUPPORTING AMENITY FOR PUBLIC USE

HALF COURT
FOR COMMUNITY USE

FLEXIBLE CARPARK/OPEN SPACE
REINFORCED GRASS TO ALLOW OPEN SPACE ACTIVITY FOR EVERYDAY USE; OVERFLOW CARPARKING DURING TOURNAMENTS ONLY

EXISTING CARPARK
TO REMAIN AS-IS

VEGETATED FLOOD BASIN
EXTENDED THE EXISTING FLOOD BASIN 2M EAST

EXTENDED CARPARK

OUTDOOR TABLE TENNIS
FOR COMMUNITY USE

PICNIC/BBQ AREA
FOR INFORMAL SOCIALISING

PLAYGROUND
FOR COMMUNITY USE

OUTDOOR FITNESS
PUBLIC, OUTDOOR FITNESS EQUIPMENT FOR COMMUNITY USE

BARRINGO ROAD

45 SPACES

216 SPACES

NETBALL CONNECTION
CONNECTION TO THE EXISTING CIRCULATION OF THE NETBALL COURTS

NATURAL TURF MAIN OVAL
PRIMARILY USED FOR MATCHES AND TOURNAMENTS. POTENTIAL TO BE USED FOR PRACTICE

SIGNIFICANT TREES/HABITAT
EXISTING SIGNIFICANT TREES/HABITAT TO REMAIN AND BE CELEBRATED

HAMILTON ROAD

HAMILTON ROAD

OUTDOOR NETBALL COURTS
EXISTING NETBALL COURTS TO REMAIN AS-IS

NETBALL PAVILION
EXISTING PAVILION, INCLUDING FUNCTION SPACE & PREP AREA

INTERSECTION
NEW INTERSECTION CONNECTING HAMILTON & BARRINGO ROAD

SPECTATOR MOUND
FOR EASY, COMFORTABLE VIEWING

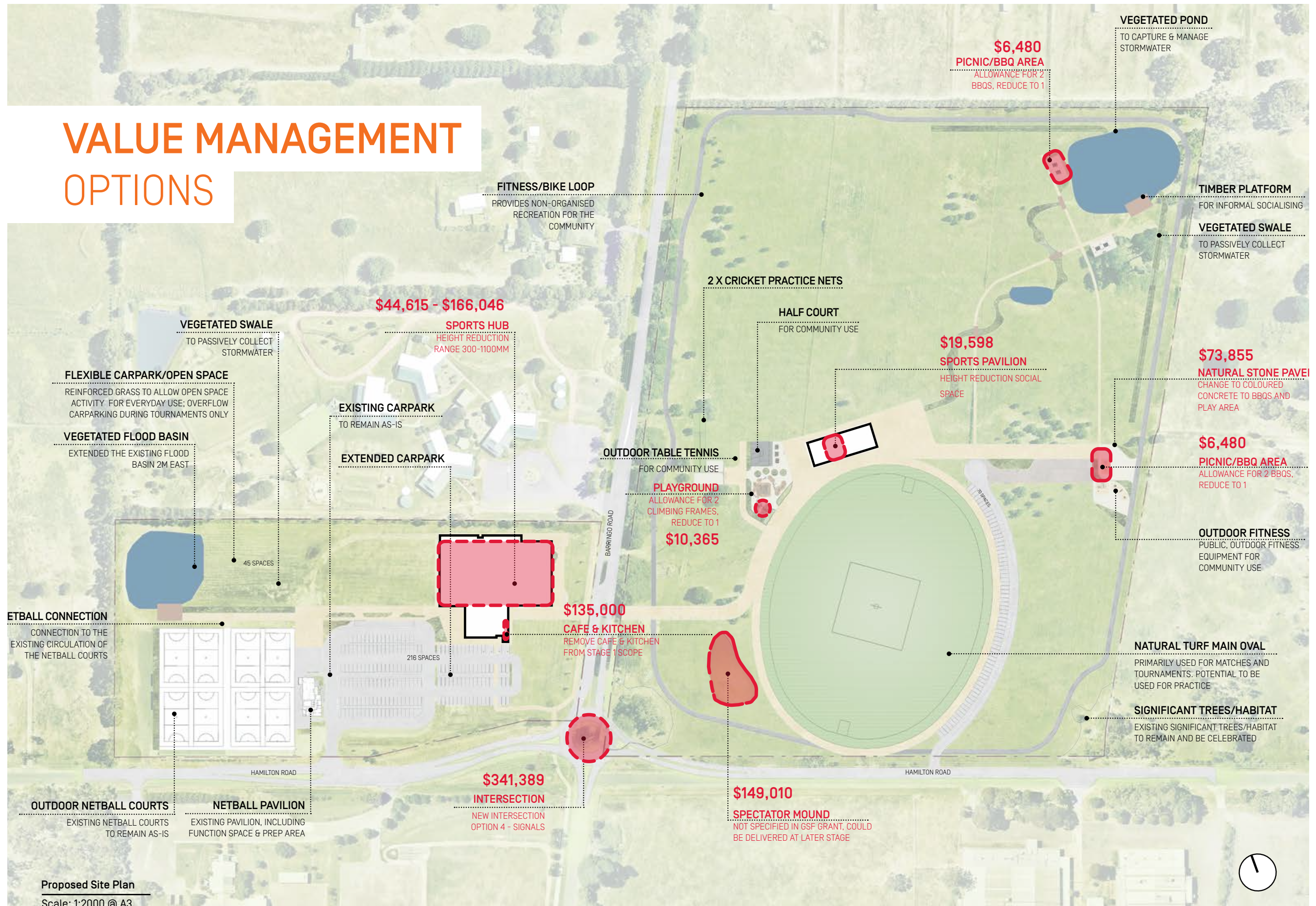**Proposed Site Plan**
Scale: 1:2000 @ A3

city Collective

hello@citycollective.com.au   08 8182 1270

Suite 115 Epworth Building 33 Pirie Street, Adelaide SA 5000	Level 13, 112 William Street, Melbourne VIC 3000

Project Name:
Macedon Ranges Sports Precinct
Enter address here

Drawing Title:
HUB PROPOSED FLOOR PLAN

Drawn By:	Checked By:	Scale @ A1:
JM	CA	1 : 200
Project No:	Sheet No:	
2018	SK	
Status:	19.02.21	
HUB - VALUE MANAGEMENT OPTIONS		

General Notes:

1.   CONTRACTOR MUST VERIFY ALL DIMENSIONS
        ON SITE BEFORE COMMENCING ANY WORK
        ON SITE OR PRODUCING SHOP DRAWINGS
        WHICH MUST BE SUBMITTED FOR REVIEW
        BEFORE MANUFACTURING.

ADMIN
17 m²

UNISEX WC
5 m²

ACCESS
WC
7 m²

CLEANERS
4 m²

PARENTS
16 m²

TIMEKEEPER
10 m²

SOCIAL
SPACE
210 m²

FURNITURE
STORE
24 m²

FIELDS
STORE
12 m²

BAR /
KITCHEN /
KIOSK
45 m²

UMPIRE
CHANGE
38 m²

ACCESS
TO TOILETS
FUTURE ACCESS WC
10 m²

CHANGE 1
WC
24 m²

CHANGE 2
WC
24 m²

FEMALE

MALE

STRAPPING
16 m²

FIXED BENCH SEATING

CHANGE 1
55 m²

OPERABLE WALLS

MOBILE BENCH SEATING

CHANGE 2
55 m²

FIXED BENCH SEATING

STRAPPING
16 m²

**City
Collective**

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Suite 115 Epworth
Building
33 Pirie Street,
Adelaide SA 5000

Level 13, 112 William
Street, Melbourne
VIC 3000

Project Name:
Macedon Ranges Sports
Precinct
Enter address here

Drawing Title:
PAVILION PROPOSED FLOOR
PLAN

Drawn By:	Checked By:	Scale @ A1:
JM	CA	1 : 100

Project No:	Sheet No:
2018	SK

Status: 19.02.21-2

PAVILION - VALUE MANAGEMENT OPTIONS

VALUE MANAGEMENT
OPTIONS

VEGETATED POND
TO CAPTURE & MANAGE STORMWATER

$6,480
PICNIC/BBQ AREA
ALLOWANCE FOR 2 BBQS, REDUCE TO 1

TIMBER PLATFORM
FOR INFORMAL SOCIALISING

VEGETATED SWALE
TO PASSIVELY COLLECT STORMWATER

FITNESS/BIKE LOOP
PROVIDES NON-ORGANISED RECREATION FOR THE COMMUNITY

2 X CRICKET PRACTICE NETS

HALF COURT
FOR COMMUNITY USE

$44,615 - $166,046
SPORTS HUB
HEIGHT REDUCTION RANGE 300-1100MM

$19,598
SPORTS PAVILION
HEIGHT REDUCTION SOCIAL SPACE

$73,855
NATURAL STONE PAVE
CHANGE TO COLOURED CONCRETE TO BBQS AND PLAY AREA

VEGETATED SWALE
TO PASSIVELY COLLECT STORMWATER

FLEXIBLE CARPARK/OPEN SPACE
REINFORCED GRASS TO ALLOW OPEN SPACE ACTIVITY FOR EVERYDAY USE; OVERFLOW CARPARKING DURING TOURNAMENTS ONLY

EXISTING CARPARK
TO REMAIN AS-IS

OUTDOOR TABLE TENNIS
FOR COMMUNITY USE

$6,480
PICNIC/BBQ AREA
ALLOWANCE FOR 2 BBQS, REDUCE TO 1

VEGETATED FLOOD BASIN
EXTENDED THE EXISTING FLOOD BASIN 2M EAST

EXTENDED CARPARK

PLAYGROUND
ALLOWANCE FOR 2 CLIMBING FRAMES, REDUCE TO 1
$10,365

OUTDOOR FITNESS
PUBLIC, OUTDOOR FITNESS EQUIPMENT FOR COMMUNITY USE

45 SPACES

$135,000
CAFE & KITCHEN
REMOVE CAFE & KITCHEN FROM STAGE 1 SCOPE

NATURAL TURF MAIN OVAL
PRIMARILY USED FOR MATCHES AND TOURNAMENTS. POTENTIAL TO BE USED FOR PRACTICE

ETBALL CONNECTION
CONNECTION TO THE EXISTING CIRCULATION OF THE NETBALL COURTS

216 SPACES

SIGNIFICANT TREES/HABITAT
EXISTING SIGNIFICANT TREES/HABITAT TO REMAIN AND BE CELEBRATED

HAMILTON ROAD

HAMILTON ROAD

OUTDOOR NETBALL COURTS
EXISTING NETBALL COURTS TO REMAIN AS-IS

NETBALL PAVILION
EXISTING PAVILION, INCLUDING FUNCTION SPACE & PREP AREA

$341,389
INTERSECTION
NEW INTERSECTION OPTION 4 - SIGNALS

$149,010
SPECTATOR MOUND
NOT SPECIFIED IN GSF GRANT, COULD BE DELIVERED AT LATER STAGE

BARRINGO ROAD

Proposed Site Plan
Scale: 1:2000 @ A3

SPORTS HUB BUILDING HEIGHT ASSESSMENT - CURRENT

Currently the Sports Hub height clearance has been designed to meet the **Netball Victoria Facility Guidelines** which prescribes **8.3m clearance** to the underside of structure, services and basketballs rings. This, however, has been taken to the **full width of the building** not court length and therefore possible height reductions have been explored.

8.3M

LENGTH OF NETBALL COURT 30.5M
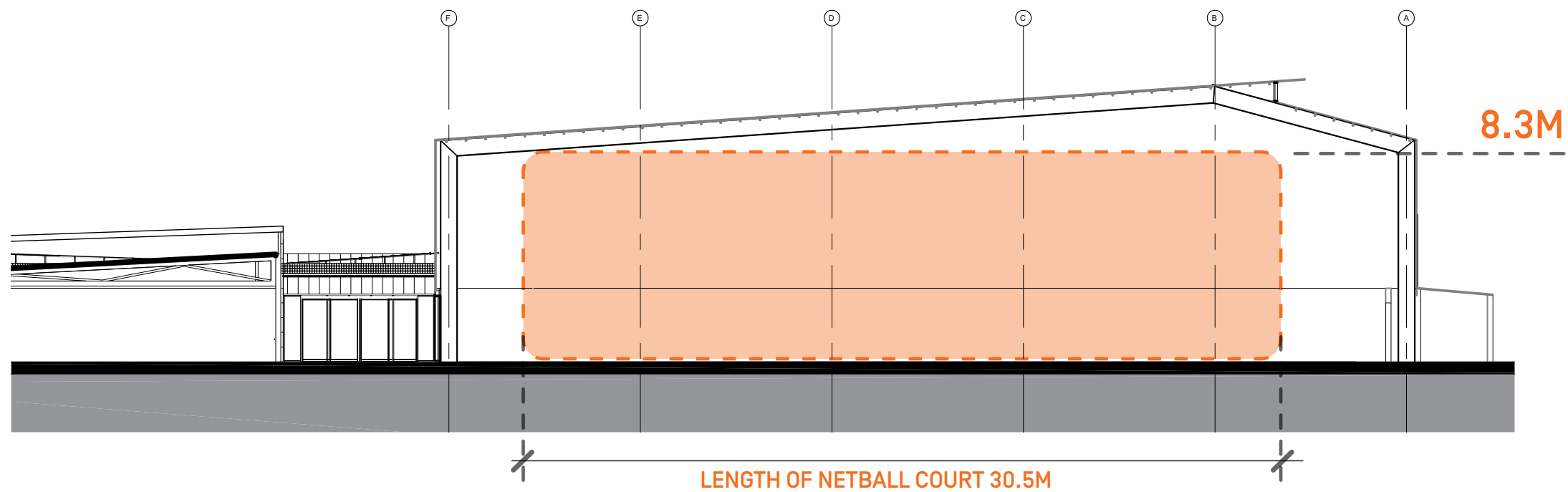
SPORTS HUB BUILDING HEIGHT ASSESSMENT - OPTION 1

Option 1: Reduce to 8.3m height to the length of the court only, this reduces the overall height of the building by **300mm** to the full perimeter of the Sports Hub.

8.3M

LENGTH OF NETBALL COURT 30.5M
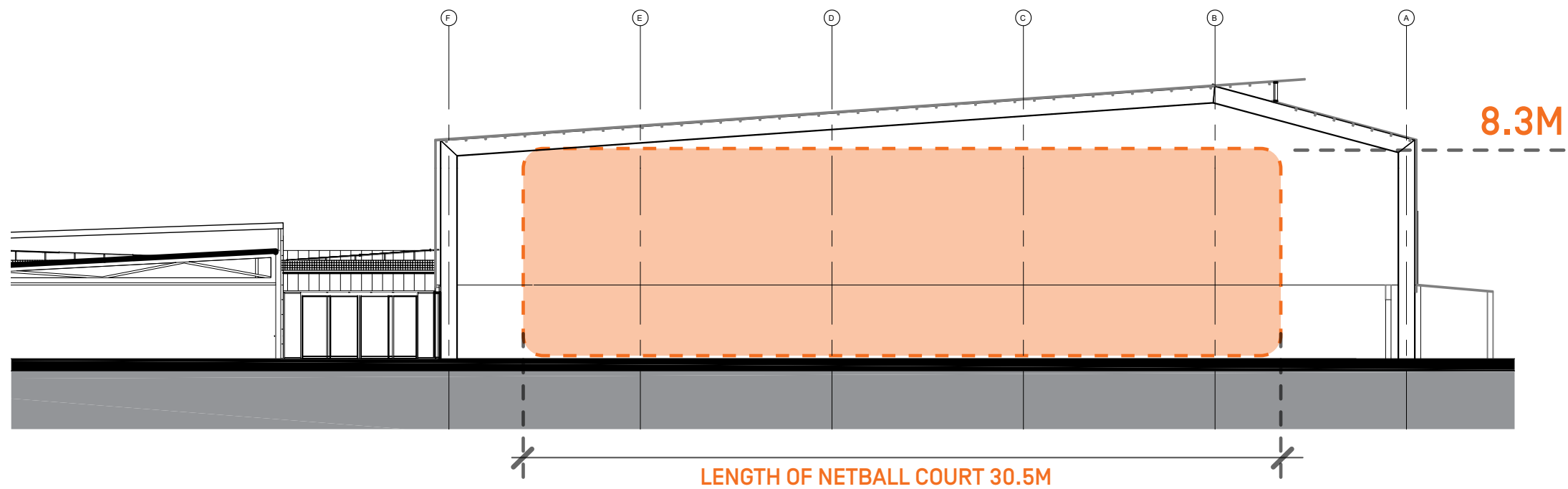
SPORTS PAVILION BUILDING HEIGHT ASSESSMENT - CURRENT

Current: The design for the Sports Pavilion has had some feedback from the **Design Issues Register** which can be addressed along with simplifying the **central section of the Social Space.** The proposed changes will still **maintain the openness and connectedness** to both ovals and **maximise views to Mt Macedon**.
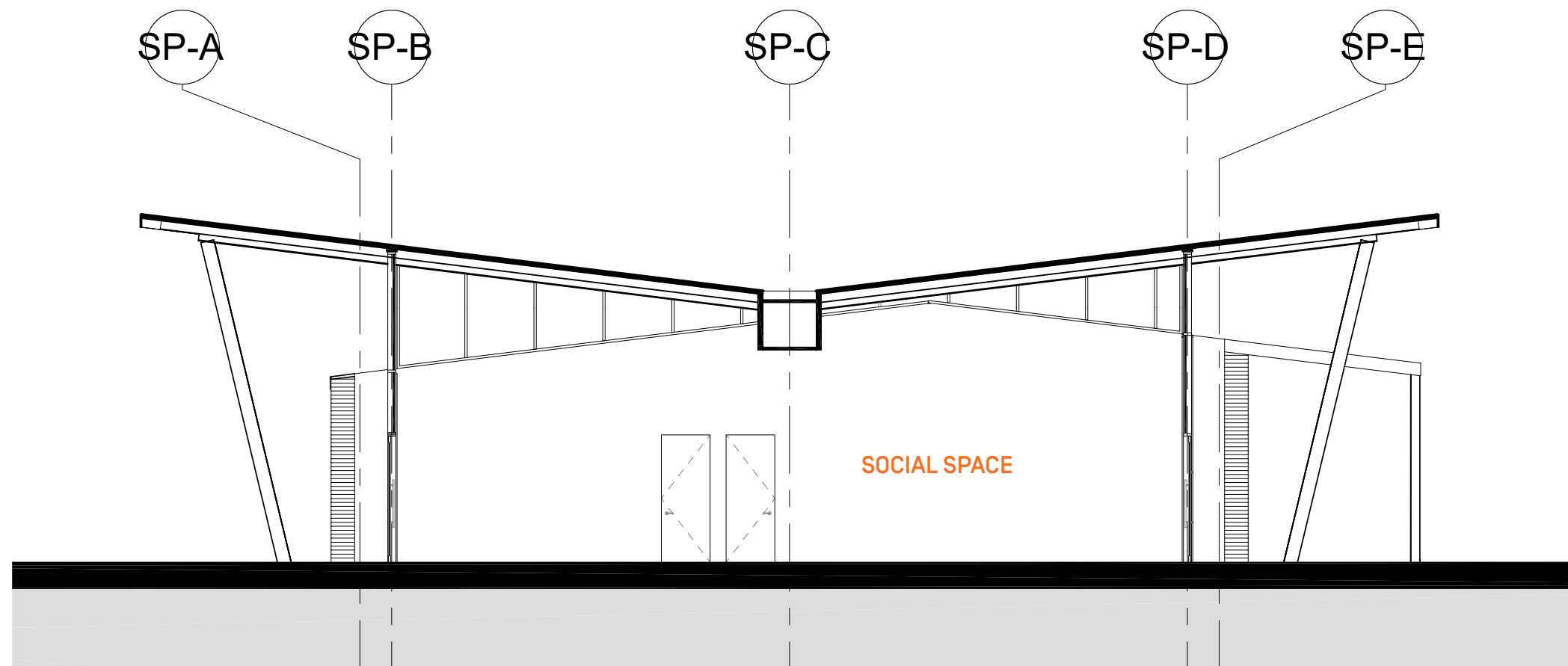
SP-A   SP-B   SP-C   SP-D   SP-E

SOCIAL SPACE

City Collective ©2021

May 2021

SPORTS PAVILION BUILDING HEIGHT ASSESSMENT - AMENDED OPTION

Amended Option: Addresses the following issues:

- **Box gutter relocated** to external perimeter of building

- All **downpipe locations external** to the building, **reducing risk** of internal downpipes

- **Height reduced** to Main Turf Oval side of pavilion roof structure to address **Value Management Option** and still maintain outlook

SP-C   SP-D   SP-E

SOCIAL SPACE

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Road Management Plan 2021

Prepared by Macedon Ranges Shire Council

Contents

Definitions

The RMA - *Road Management Act, 2004.*

Arterial Road – are main roads usually managed by VicRoads as defined under section 14 of the RMA.

Council – means Macedon Ranges Shire Council.

Public Road – is a road declared a public road by Council under Section 17 of the Road Management Act 2004 and listed on Council's Public Road Register.

Non-Road Infrastructure - means infrastructure in, on, under or over a road which is not road infrastructure, examples include gas pipes, water and sewerage pipes, cables, electricity poles and cables, tram wires, rail infrastructure (including boom gates, level crossings and tram safety zones), bus shelters, public telephones, mail boxes, roadside furniture and fences erected by utilities or providers of public transport.

Road Infrastructure - the infrastructure which forms part of a roadway, pathway or shoulder.

Shared Path - is a path that is designated for use by pedestrians and cyclists.

Introduction

Council's Road Management Plan has been developed in accordance with section 52 of the RMA, and establishes Council's road management system for road infrastructure and road related infrastructure as defined under the RMA and for which Council is the relevant road authority. The plan has been developed in line with Council's obligations under the RMA and *Wrongs Act, 1958* with consideration given to resource availability and operational objectives.

Macedon Ranges Shire Council's Road Network

Macedon Ranges Shire Council (MRSC) records details of 1765 kilometres of roads and access tracks in the corporate asset register. Approximately 1570 kilometres of roads are listed on Council's Register of Public Roads (Sealed 840km, Un-sealed 730km).and this makes up the bulk of the local road network provided by Council. Council maintains a further 97km of roads including: roads within reserves and facilities (30km); and fire access tracks (67km) though these are subjected to a less stringent inspection and maintenance regime than those roads on the Public Road Register. The remaining 98km of roads that are not maintained by Council include access tracks to private properties (28km); Fire Access Tracks maintained by others (47km); and Public Roads maintained by neighbouring shires under agreement with MRSC (23km).

Public Road Register	Road Type	Length (km)
Yes	**Sealed Roads**	**840**
Yes	**Unsealed Roads**	**730**
	Sub-Total	**1570**
No	**Shared Shire Boundary Roads on Neighbouring Shire Public Road Register**	**23**
No	**Roads within Reserves and Facilities**	**30**
No	**Unsealed Roads - Not Maintained**	**28**
No	**Fire Access Tracks - Seasonally Maintained**	**67**
No	**Fire Access Tracks - Unmaintained or Private Property**	**47**
	Sub-Total	**195**
	Total	**1765**

The local transport network also includes 203km of footpaths, 325km of kerb and channel, 143 bridges and major culverts and 62 footbridges.

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Objectives of this Road Management Plan

The objectives of this Road Management Plan are to:

- Provide an overview of the management system used to carry out Council's road management functions, as a responsible road authority under the RMA, and with regard to management and operational objectives and available resources;

- Set the relevant standard in relation to the discharge of duties of the Council in the performance of those road management functions.

- Aim to provide a safe and efficient network of municipal public roads primarily for travel and transport.

It is intended that this document provide sufficient information to enable Council and the community to fully appreciate the value of its road assets and associated activities to manage risk across the municipal road network. This document is intended to provide a simple easy to understand overview of Council's road management system and responsibilities as required under the RMA.

Road Management Plan Scope

This Plan covers all roads for which MRSC is responsible but concentrates on those roads listed in Council's 'Register of Public Roads'. It is limited to road infrastructure and road related infrastructure as defined under the RMA and for which Council is the relevant road authority. The assets covered include:

- Road pavement and surface;
- On-street car parking;
- Off-street Council owned car parks;
- Traffic control devices;
- Paths;
- Shared Paths;
- Bridges (only the road pavement, surface and footpath components. Other bridge components are managed in accordance with Council's Bridge Asset Management Plan); and
- Culverts, table drains and drainage pits.

Examples of infrastructure not included in this plan include:

- Underground drainage pipes;
- Roadsides (Council is currently preparing a Roadside Conservation Management Plan which refers to management standards for this area of the road reserve);
- Sub and Super Structures of Bridges;
- Vehicle crossings providing access to private properties; and
- Non-road infrastructure.

Various utilities make use of the road reserve to provide essential services. These are normally considered to the extent that they impact on the road assets.

Asset Management Framework

Council has an asset management framework consisting of Policy, Strategy, and Plans that provide long term strategic management of Council's various asset categories.

The Road Asset Management Plan

The MRSC Road Asset Management Plan (RAMP) is a cornerstone document of the Asset Management Framework and is separate to the Road Management Plan. The RAMP guides the long term strategic management of Council's road assets. The RAMP is reviewed every three years to provide assurance to Council, ratepayers and other stakeholders, that road assets are being managed efficiently and sustainably.

The RAMP is a detailed and comprehensive document that is used on a regular basis by Council staff to assist prioritisation of work and implementation of asset management goals.

The RAMP delivers a considered and planned approach to the long-term management of road assets by providing guidance on the short, medium, and long term investment required, by council, to maintain current levels of service to the community.

The RAMP links with other Council plans, policies and strategies to guide the implementation of works programs, and includes a summary of roads and related assets and a description of the road hierarchy.

Key Stakeholders The key stakeholders for the Road Management Plan include:

- State and Federal Governments;
- Councillors (As representatives of the community);
- Ratepayers;
- Residents;
- Road Users;
- Visitors;
- Utilities;
- Developers;
- Employees;
- Special Interest Groups;
- Contractors/Suppliers; and
- Others.

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Road Management Act 2004[1]

The Road Management Act 2004 (RMA – as amended) was passed on May 11 2004. The RMA was developed to provide an efficient and safe Victorian road network, and was the result of extensive stakeholder and community consultation.

The RMA is based on the following key principles:

- clear allocation of road asset ownership and management;
- established processes and accountabilities for policy decisions and performance standards;
- provision of operational powers to achieve targets and performance standards; and
- Clarification of civil liability laws for the management of roads.

How the Road Management Act affects the community[1]

The RMA affects the Victorian community in the following ways, it:

- Confirms the right of members of the public to travel on roads, and the right of property owners or occupiers of adjoining land to have access to the road;
- Provides an efficient and safe road network across Victoria;
- Provides roads that best meet the needs and priorities of the community;
- Clarifies the allocation of responsibility between road authorities for managing the different parts of the road reserve;
- Clearly defines the powers and obligations in regard to traffic management, the management of access to roads, road works by service authorities, and maintenance of public transport infrastructure within road reserves;
- Continues to provide municipalities with responsibility for parking on arterial roads;
- Provides for VicRoads to implement clearways on arterial roads, subject to consultation with Councils, affected land owners/occupiers, traders and the community in accordance with a Code of Practice;
- Imposes a limit in relation to liability for property damage or economic loss by way of setting a threshold amount (indexed annually). A road authority is not liable for property damages where the value of the damage is equal to or less than the threshold amount; and
- Minimises disruption to traffic and ensure the safety of road users as a result of service authorities and others undertaking works on roads.

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[1] VicRoads Fact Sheet "The Road Management Act at a glance for the community".

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Demand and Growth

The Macedon Ranges Shire population forecast for 2021 is 51,020 and is forecast to grow to 65,405 by 2036 (http://forecast.id.com.au/macedon-ranges). This growth in population will put pressure on existing road infrastructure and will result in the need for more road assets.

Funding Sources

The current funding sources available for the management of Macedon Ranges Shire Council road asset infrastructure include:

- Roads to Recovery – this is a fixed allocation by the Australian Government in four year blocks with no guarantee of continuance (Federal);
- Grants Commission – roads component of grant commission funding;
- Rate Revenue (capped at CPI)
- Black Spot/Length funding;
- Special Charge Scheme for Infrastructure Works; and
- Private developer funded works.

Driving on the Road

The obligations of road users are set out in Section 17A of the Road Safety Act 1986 (as amended by the Road Management Act 2004) and are summarised below:

A person who drives a motor vehicle on a highway must drive in a safe manner having regard to all relevant factors including (but not limited to) the: a) Physical characteristics of the road; b) Prevailing weather conditions; c) Level of visibility; d) Condition of the motor vehicle; e) Prevailing traffic conditions; f) Relevant road laws and advisory signs; g) Physical and mental condition of the driver.	A road user other than a person driving a motor vehicle must use a highway in a safe manner having regard to all the relevant factors. A road user must have regard to the rights of other road users and the community, taking reasonable care to avoid conduct that may: a) Endanger the safety and welfare of themselves or other road users; b) Damage any infrastructure on the road reserve; c) Harm the environment of the road reserve.

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Access to Private Property

The RMA provides that Council is not liable for private vehicle crossings specifically required for property access. The landowner is responsible for these assets and for ensuring the vehicle crossing, including the immediate surrounds that the vehicle crossing impacts on is maintained in a safe condition.

All properties are required to have a vehicle crossing for access to and from the road and the landowner, has a responsibility to ensure that the crossing does not present a hazard. The construction of a vehicle crossing must be carried out to Council's standards. Landowners require a permit from Council prior to the commencement of any modification or construction work.

A Council representative will inspect the works in accordance with Council's Asset Protection Policy. Where modifications to the Council's assets (e.g. paths and kerb and channel) are required, these shall be at the landowner's expense.

The diagrams below illustrate the responsibility for associated infrastructure for private vehicle crossings.
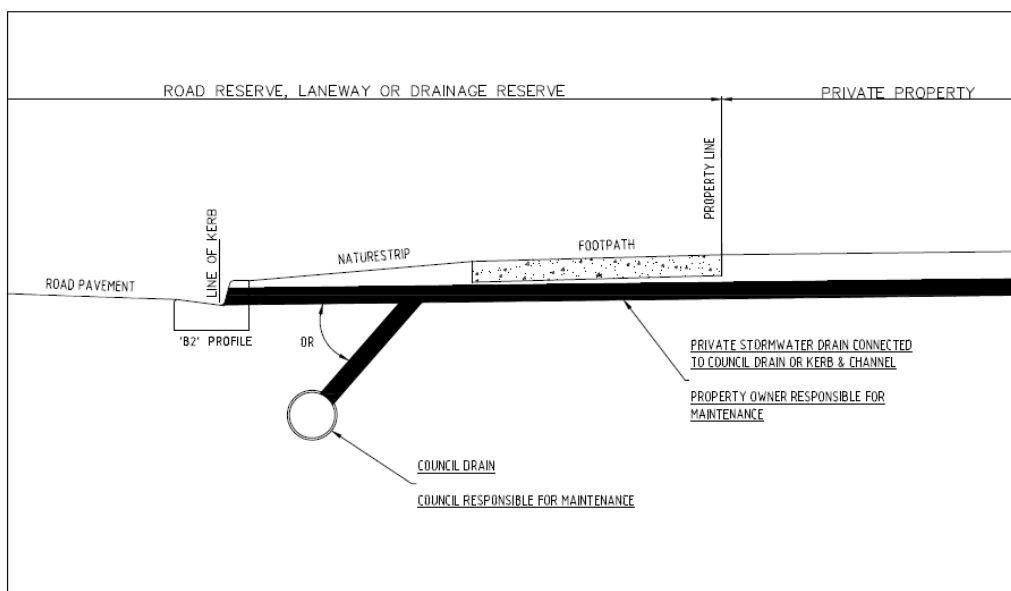
DIAGRAM — OPERATIONAL RESPONSIBILITY FOR VEHICLE CROSSINGS
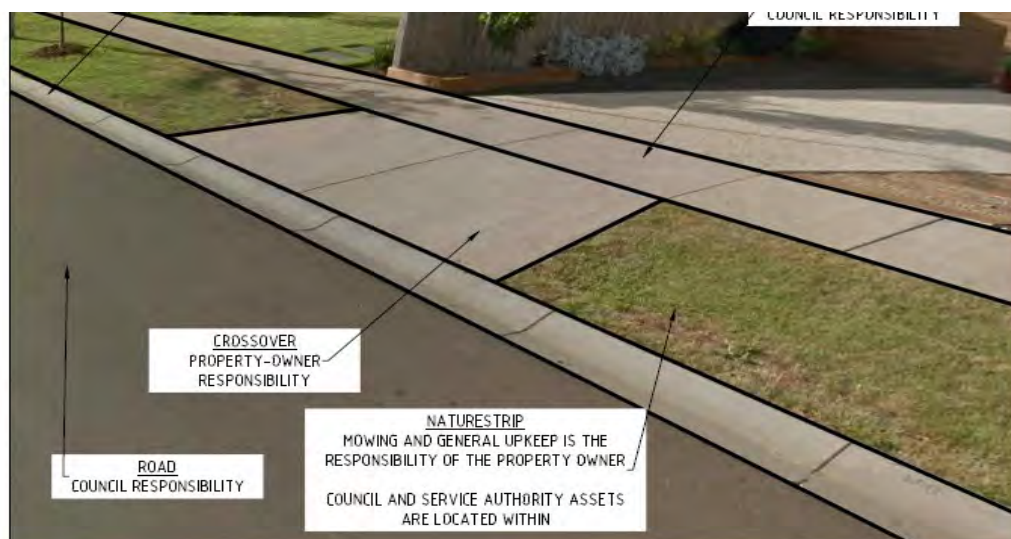
Utility Infrastructure and Service Providers

The RMA affects utility infrastructure and service providers in a number of ways. Specific obligations are set out in Schedule 7 of the RMA and under the RMA Code of Practice entitled 'Management of Infrastructure in Road Reserves'.

Register of Public Roads

Macedon Ranges Shire Council maintains a Register of Public Roads in accordance with Section 19 of the RMA. The register is located on Council's website:

https://www.mrsc.vic.gov.au/About-Council/Our-Council/Strategies-Plans/Public-Road-Register

Public roads are defined in Section 17 of the RMA. Section 17 also enables a road to gain the status of a public road if the road authority deems the road to be reasonably required for general public use.

MRSC determines whether or not a road is reasonably required for general public use using the Public Road Procedure. Which is located on council's website:

https://www.mrsc.vic.gov.au/About-Council/Our-Council/Strategies-Plans/Public-Roads-Procedure

Under the RMA the determination that a road is not reasonably required for general public use does not affect the status of the road as a public highway or affect the right of public use of the public highway.

Macedon Ranges Shire Council's 'Register of Public Roads' defines the roads for which Council is the responsible road authority. This register also identifies the functional road hierarchy category for each road, which forms the basis for all operations and maintenance management activities. For each road (or street), the Register of Public Roads records the:

- Road Name;
- Location/Segment Details; and
- Road Register Classification.

This register is updated regularly and can be inspected at Council's Administration Centres or downloaded from the Council website at www.mrsc.vic.gov.au.

Pathway Register (Footpaths and Cycle ways)

A pathway register containing all of Council's footpaths and cycle ways is maintained by Council in the corporate asset register. The register defines the pathways for which Council is responsible and identifies the functional pathway hierarchy for each section of pathway. This RMP defines the standards to which the pathway network are maintained.

Road Hierarchy

The RMA categorises roads into three main classifications:
- Freeways (VicRoads responsibility)
- Arterial Roads (VicRoads responsibility)
- Local Roads (MRSC responsibility)

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The local road network is made up of sealed and unsealed roads. The functional road hierarchy splits the local road network into categories, as shown in Table 1.1

The pathway hierarchy splits the pathway network into two categories, as shown in Table 1.2.

The pathway hierarchy classification is different to that adopted for the roadway. It is based on the pedestrian movements (volumes), location and the 'pedestrian service level'.

The pathway hierarchy classification has regard to:

- the anticipated volume of pedestrians, for example, in the vicinity of a shopping centre, community facility, or a railway station as compared to a largely residential area;

These functional road and pathway hierarchy categories are used to determine inspection frequencies, maintenance regimes and standards for new construction.

Demarcation and Transfer of Responsibility

Council is not responsible for the following roads within the Shire:

- Arterial Roads and Freeways (these are controlled by VicRoads);
- Roads not included on the Register of Public Roads;
- Parks Victoria roads unless specifically agreed to by MRSC (these are controlled by the Department of Environment, Land, Water and Planning);
- Roads on shire boundaries that are, by agreement, included on a neighbouring shire's public road register;
- Roads or tracks located on private property.

The RMA Code of Practice entitled 'Operational Responsibility for Public Roads' (S 267 – 17 December 2004) provides further guidance regarding demarcation boundaries between responsible road authorities, where local roads controlled by Councils intersect with Arterial Roads and Freeways controlled by VicRoads.

Council is also not responsible for the following assets in the road reserve:

- Water services and mains;
- Sewerage services and mains;
- Gas services and mains;
- Telecommunication cables and pits;
- Power cables, pits and poles; and
- Private vehicle crossings.

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Boundary Roads
Council has municipal borders with six other municipalities:

- Mt Alexander Shire;
- Mitchell Shire;
- Hume City;
- Melton Shire;
- Moorabool Shire; and
- Hepburn Shire.

Formal agreements for managing boundary roads currently exist with Hume City Council, Mitchell Shire, Mt Alexander Shire and Hepburn Shire. There are currently no boundary roads with Moorabool Shire or Melton Shire.

Other Agreements

An agreement is in place with the Bolobek Lakes Body Corporate formalising the limits of responsibilities for assets within this estate.

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Council's Road Infrastructure Network Classifications

Table 1.1 Council's Local Road Network

Category	Type	General Description	Typical ADT
1	Sealed Link	Sealed roads carrying high traffic volumes.	>2000
2	Sealed Collector	Sealed roads carrying low traffic volumes generally of a local nature. Provides access to properties on that particular road and adjoining roads.	1000-2000
3	Sealed Access	Sealed roads providing access to properties on that particular road.	500-1000
4	Unsealed Collector	Unsealed roads carrying low traffic volumes generally of a local nature. Provides access to properties on that particular road and adjoining roads.	200-500
5	Unsealed Access	Unsealed roads providing access to properties on that particular road. Generally dead-end roads.	50-200
6	Unsealed Local	Roads deemed to be of reasonable public benefit that do not meet Category 5 standards	<50
RESERVE	Sealed and Un-sealed	Roads within Council managed reserves and facilities	NA
(FAT)	Fire Access Tracks	Unformed roads used only for emergency access purposes. There are 3 sub-categories of Fire Access Tracks: Seasonally Maintained; Gated; and Private Property.	NA
Agreement	Boundary Roads and other third party agreements	See Agreement for details	Variable
Nil	Not Classified	Classification not required	Variable

Note: ADT = Average Daily Traffic Count. Traffic count is not the sole determining factor of which category a road belongs to.

Table 1.2 Council's Pathway Network Hierarchy

Category	Type	Pedestrian Service Level
High Priority	High pedestrian traffic areas around shopping precincts, schools, public transport, and community facilities.	High
Low Priority	Residential areas and areas with lower volumes of pedestrian traffic.	Moderate
Reserve High Priority	High pedestrian traffic areas within Council managed reserves and facilities.	High
Reserve Low Priority	Low pedestrian traffic areas within Council managed reserves and facilities.	Moderate
Off Road Mixed Use Trail	Formed off road walking and / or cycling trails not constructed to any standard.	Low

Note: Shared Paths are included in Council's corporate asset register as footpaths. Shared paths within reserves and facilities are not subject to the Road Management Plan.

Key Facts

Table 2 summarises the road assets that MRSC is responsible for maintaining as at 31 March 2017:

Table 2: Macedon Ranges Shire Council's Road Assets

Asset Group	Asset description	Unit	Quantity	Replacement Value
Roads	Sealed Roads	(km)	840	$447,169,000.00
Roads	Unsealed Roads	(km)	730	$62,825,000.00
Paths	Footpaths and bicycle paths	(km)	203	$32,762,000.00
Kerb and Channel	All Kerb and Channel	(km)	325	$41,120,000.00
Bridges	Bridges and Major Culverts	each	143	$44,197,000.00
Footbridges	Footbridge assets in various locations	each	62	$2,838,000.00

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Service Levels for Road Infrastructure and Road Related Infrastructure

The level of service is the defined service quality for a particular activity or service area (e.g. road pavements or footpaths) against which service performance can be measured. Levels of service typically relate to quality, quantity, reliability, responsiveness, environmental issues and cost.

There are two types of service levels:

- Community based; and
- Technical based.

Community based service levels relate to the function of the service provided and how the customer perceives the service.

Technical based service levels define the measures and targets in place to allow Council to manage its infrastructure to a standard that enables safe passage over the road network. The technical levels of service have been developed with regard to road safety, community expectations and available resources.

The levels of service for Macedon Ranges Shire Council's Road Related Infrastructure are defined within the ensuing schedules of the Road Management Plan.

Customer Expectations

Council's customer research into transport needs and satisfaction includes:

- One-on-one contact (letters, phone calls etc);
- State facilitated annual community satisfaction survey; and
- Analysis of Council's corporate customer request system showing type and nature of requests.

The annual customer survey measures satisfaction with the overall service. These give a broad understanding of current customer satisfaction and do not attempt to determine levels of service desired by customers or the reasons behind various satisfaction levels.

The feedback received from community consultation throughout reviews of this plan (and other consultations including township network movement studies) is factored into Council's understanding of asset performance.

Risk Management Framework

The objective of risk management is to identify the business risks associated with the ownership and management of the road infrastructure to ensure that strategies are put in place to mitigate these risks.

Minimising Risk

The strategies used to minimise risk include:

- Inspections;
- Routine Maintenance and Renewal programs;
- Register of Public Roads;
- Pre-determined Intervention levels;
- Customer requests management system (ie Pathway CRM); and
- Monitoring Asset Performance.

These risk mitigation strategies are described in more detail in the next section.

Inspections

Road network inspections fall into three broad categories, namely reactive inspections, proactive maintenance inspections and condition surveys. Inspections will result in the programming of maintenance work where defects are identified that exceed the stated intervention levels or to preserve the asset life. Asset renewals may be considered arising out of condition surveys as part of Council's long term asset management subject to budget resources and other competing priorities.

Condition survey outputs are generally used to drive cyclical asset management processes and programs. Condition survey inspections are further defined in the MRSC Road Asset Management Plan.

Reactive inspections are undertaken by suitably qualified officers in response to a customer request or complaint relating to a reported defective or hazardous road or road related infrastructure.

Routine maintenance inspections are undertaken by suitably qualified officers and are designed to proactively identify defects.

The functional road and footpath hierarchies detailed in Tables 1.1 and 1.2 are used to drive different routine maintenance regimes for different road and footpath classifications. The routine maintenance inspection regimes for these assets are detailed in the Performance Standards.

Operational, Routine Maintenance and Renewal Programs

Examples of typical operational, routine maintenance and renewal activities undertaken as part of the management of Council's road assets are:

Operational Activities:

- Inspections;
- Administration;
- Linemarking;
- Vegetation control; and
- Street sweeping.

Routine Maintenance Activities

- Pothole repairs;
- Surface defect repairs;
- Edge break repairs;
- Corrugation repairs;
- Guidepost replacement;
- Guardrail repairs and maintenance;
- Road shoulder maintenance;
- Sign repair and replacement;
- Maintenance grading (unsealed)
- Surface and shape restoration (unsealed);
- Footpath repairs and
- Emergency works.

Renewal Activities:

- Resealing of sealed pavements
- Pavement Rehabilitation / Reconstruction of sealed pavements
- Re-sheeting of unsealed pavements
- Reconstruction of kerb and channel; and
- Reconstruction of footpaths.

Routine Maintenance Schedules

Council undertakes routine maintenance work in accordance with the inspection frequencies, intervention levels and response times outlined in the Performance Standards.

Much of the routine maintenance work is undertaken using in-house resources. However, some activities, such as vegetation control, linemarking (and others) are undertaken using a combination of internal and external resources.

Register of Public Roads

The RMA requires that a responsible road authority must maintain a register of public roads. The MRSC Register of Public Roads is updated regularly and can be inspected at Council's Customer Service Centres with 24 hours prior notice or viewed on Council's website at www.mrsc.vic.gov.au

Public roads are defined in the RMA as freeways, arterial roads and other roads reasonably required for general public use. Where doubt exists, MRSC will determine if a road is "reasonably required for general public use".

The Register of Public Roads clearly identifies which roads are maintained by MRSC. Roads that have been identified on the MRSC Register of Public Roads for ongoing maintenance are those roads that are reasonably required for public use. Private roads are not included, in line with established practice.

From time to time, MRSC will receive requests to include or add additional roads to the Register of Public Roads, or receive requests to maintain roads that are not currently on the Register. Council must then make a decision regarding the appropriateness of such requests using the Public Road Procedure.

It is important to note that the RMA does not create a duty to upgrade a road or to maintain a road to a higher standard than the standard to which the road is constructed (s.40 subsection 2).

Intervention Levels

Intervention levels support the service levels provided to the community, as they define trigger points in determining when maintenance works must be carried out. Below intervention level defects may be treated from time to time, if resources are available, when Council Officers determine that not treating the defect will likely lead to costly repairs, major inconvenience, or a major drop in the service level provided to the community.

Having defined intervention levels also assists Council in being able to organise maintenance works on a managed risk priority basis.

The greatest benefit of intervention levels is having transparent, consistent and logical reasons as to why certain works were, or were not, carried out.

MRSC's intervention levels are detailed in the Performance Standards.

Customer Requests System

All customer complaints, requests and enquiries to Council are input into the customer request management system (CRMS). This system requires the request/fault to be categorised by problem type and location.

Each request is dealt with in accordance with the response times listed within the schedules that make up the performance standards of this plan.

Where a defect is deemed to be outside intervention levels by the officer, the officer will arrange to have the defect rectified, temporarily repaired or treated with devices (signs, bollards or other) to warn road users and/or pedestrians of the hazard.

All requests will be responded to in the allocated time frames. Requests for work outside the scope of MRSC responsibility will be referred to the responsible authority and the party making the request will be advised. MRSC may take on an advocacy role in these cases in support of the request.

Exceptional Circumstances

Council will make every endeavour to meet all aspects of its Road Management Plan.

There may be situations or circumstances beyond Council's control, such as fires, floods, natural disasters, labour or financial resource shortages which may prevent Council from delivering on the prescribed service standards. Under such circumstances Council reserves the right to suspend compliance with its Road Management Plan in accordance with the provisions of Section 83 of the Victorian Wrongs Act, 1958 (as amended).

In the event that the Chief Executive Officer (CEO) of Council has considered the impact of the unforeseen event and determined that, due to conflicting priorities, compliance with the RMP is no longer reasonably viable, the CEO will pursuant to Section 83 of the above Act, notify the Council Officer in charge of its Road Management Plan that some, or all, of the timeframes and responses documented in the plan are to be suspended.

Once the financial and other resource needs of the event have been established, the CEO will continue to liaise with the Officer in charge of the Road Management Plan to determine which parts of the plan can be reactivated and the timeframes for doing so. Council will keep residents informed of these decisions.

Monitoring and Review

MRSC formally reviews the Road Management Plan in accordance with the requirements of the Local Government Act. The Road Asset Management Plan is reviewed every 3 years.

Where changes to the RAMP result in the need for significant changes to the Road Management Plan, the amended Road Management Plan will go through the Council approval and advertising requirements outlined in the Road Management Act and Local Government Act.

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References

Other sources of road and asset information within Council include:

- Council Plan;
- Asset Management Policy;
- Asset Management Strategy;
- Various Asset Management Plans;
- Register of Public Roads;
- Public Road Procedure;
- Roadside Conservation Management Plan (Pending adoption in 2021);
- Street Tree Policy;
- Agreements on Public Roads;
- Australian Standards; and
- Austroads Guidelines.

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Performance Standards

Schedule 1:   Sealed Roads and Parking Bays (excluding bridge sub and super structures)

Schedule 2:   Unsealed Roads (excluding bridge sub and super structures)

Schedule 3:   Urban Streets

Schedule 4:   Signs and Guardrails

Schedule 5:   Tree and Vegetation Management

In this section, Council sets the performance standards for the following operational functions in roads, pathways and ancillary areas:

- Inspection frequencies;
- Defect intervention level; and
- Emergency and defect response time.

The objective of setting performance standards are:

1. To ensure public safety – achieved by undertaking regular scheduled inspections and being responsive to hazard notification, including emergency situations such as motor vehicle accidents

2. Protect road infrastructure assets – achieved by undertaking regular scheduled inspections and developing planned maintenance activities and repairs to avoid or minimise impairment to the asset's highest and best use potential. This is essential for the delivery of road transport service at the lowest cost to the community

3. To ensure an appropriate level of statutory protection against civil liability claims based on available Council resources.

Performance standards for defect inspection frequencies are derived from balancing available resources with the identified risk based on a hierarchy of road and footpath types, whilst also considering the obligations on road users to exercise reasonable care for their own safety.

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SCHEDULE 1: SEALED ROADS AND PARKING BAYS

Schedule 1 details the inspection frequencies and intervention levels and response times for the maintenance of all sealed roads and parking bays (including road related infrastructure associated with bridges, but excluding bridge sub and super structures).

Sealed Roads and Parking Bays

All sealed roads and parking bays for which Macedon Ranges Shire Council is responsible will be inspected in accordance with the specified frequency in the table below:

Road Category	Inspection Frequency (per annum)
1	6
2	3
3	2

If a road category/hierarchy described earlier in this document does not appear in the schedules then inspection and maintenance of the asset will be performed on a reactive basis or in accordance with the appropriate written agreement.

Quality of Work/Service

All persons engaged to undertake inspections and works must be suitably trained and have the appropriate experience to perform the tasks specified.

Quality Standards

All work must be carried out in accordance with Council's standards and procedures.

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Schedule 1, Table 1.1   Intervention Criteria for Sealed Roads and Parking Bays

The following requirements are to apply.

ITEM	NO.	ACTIVITY	INTERVENTION LEVEL	* REACTIVE INSPECTION	DEFECT TREATMENT TIME		
					CATEGORY 1	CATEGORY 2	CATEGORY 3
Potholes	1.1	Repair potholes in the road surface.	Any pothole > 300mm diameter and > 100mm deep.	Within 3 business days of being notified.	10 business days	14 business days	20 business days
Edge Repairs	1.2	Repair edge break on sealed road surface	Any edge break >100mm into the road seal for a distance >1 metre and >100mm deep	Within 3 business days of being notified.	10 business days	14 business days	20 business days
Pavement Failure	1.3	Repair failure and deformation of the pavement.	Failure or deformation is > 100mm when measured under a 2.0m straight edge.	Within 3 business days of being notified.	10 business days	14 business days	20 business days
Pavement Sweeping	1.4	Removal of loose aggregate on sealed surfaces.	A build up of loose material in excess of 50mm.	Within 3 business days of being notified.	10 business days	14 business days	20 business days
Edge Drop Offs	1.5	Reinstatement of edge drops that occur along the interface of a bituminous surface and the road shoulder / verge.	When drop-offs of > 100mm occur for continuous lengths of > 10m.	Within 3 business days of being notified.	10 business days	14 business days	20 business days
Shoulder Maintenance	1.6	Repair pothole in the road shoulder.	Any pothole > 300mm diameter and > 100mm depth	Within 3 business days of being notified.	10 business days	14 business days	20 business days
Shoulder Maintenance	1.7	Repair scours in the road shoulder	Any scour > 150mm width, > 150mm depth and > 1.2m length	Within 3 business days of being notified.	10 business days	14 business days	20 business days

					DEFECT TREATMENT TIME		
ITEM	NO.	ACTIVITY	INTERVENTION LEVEL	* REACTIVE INSPECTION	CATEGORY 1	CATEGORY 2	CATEGORY 3
Shoulder Maintenance	1.8	Repair corrugations in the road shoulder	Any corrugations > 150mm width and > 75mm depth.	Within 3 business days of being notified.	10 business days	28 business days	42 business day
Bleeding Roads	1.9	Spreading of grit over spray seals with excess bitumen bleeding. (Typically occurs during very high temperatures)	Vehicle types start to 'pick up' bitumen, resulting in the loss of seal integrity.	Within Business 3 business days of being notified.	10 business days	10 business days	14 business days
Open/Table Drains	1.10	Maintain drains which run generally parallel to the road or adjacent to the road and drain water from the road surface and adjoining slopes.	Where water is encroaching road at a depth > 50mm and >1m wide over 1.2m distance	Within 3 business days of being notified.	10 business days	28 business days	42 business days

* High risk situations/interventions are subject to a risk assessment subject to the Road Management Plan and will be assessed on a case by case basis

SCHEDULE 2: UNSEALED ROADS

Schedule 2 details the inspection frequencies and intervention levels and response times for maintenance of all unsealed roads (including road related infrastructure associated with bridges, but excluding bridge sub and super structures) for which Macedon Ranges Shire Council is responsible.

Unsealed Road Grading/Pothole Patching/Ripping

Unsealed roads that are subject to the Road Management Plan must be inspected in accordance with the specified frequency in the table below:

Road Category	Minimum Inspection Frequency (per annum)
4	3
5	1
6	1

If a road category/hierarchy described earlier in this document does not appear in the schedules then inspection and maintenance of the asset will be performed on a reactive basis or in accordance with the appropriate written agreement.

Quality of Work/Service

All persons engaged to undertake inspections and works must be suitably trained and have the appropriate experience to perform the tasks specified.

Quality Standards

All work must be carried out in accordance with Council's standards and procedures.

Schedule 2, Table 2.1   Intervention Criteria for Unsealed Roads

The following requirements are to apply:

ITEM	NO.	ACTIVITY	INTERVENTION LEVEL	* REACTIVE INSPECTION	DEFECT TREATMENT TIME		
					CATEGORY 4	CATEGORY 5	CATEGORY 6
Unsealed Road Maintenance	2.1	Grading of unsealed surface.	Potholes > 600mm diameter and 125mm deep.	Within 3 business days of being notified	28 business days	36 business days	42 business days
Unsealed Road Maintenance	2.2	Grading of unsealed surface.	Corrugations > 50mm deep and over 100m long.	Within 3 business days of being notified	28 business days	36 business days	42 business days
Unsealed Road Maintenance	2.3	Grading of unsealed surface.	Scours > 150mm depth and 150mm wide and over 50m long (longitude) and 150mm depth and 150mm wide over 2.0m (traverse)	Within 3 business days of being notified	28 business days	36 business days	42 business days
Unsealed Road Maintenance	2.4	Grading of unsealed surface.	Loose Material shall not exceed 100mm in depth in the carriageway over 50m or intersection >4m2	Within 3 business days of being notified	28 business days	36 business days	42 business days
Open/Table Drains	2.5	Maintain drains which run generally parallel to the road or adjacent to the road and drain water from the road surface and adjoining slopes.	Where water is pooling or and encroaching carriageway at a depth >50mm and >1.0m wide over 1.2m distance	Within 3 business days of being notified	28 business days	36 business days	42 business days

* High risk situations/interventions are subject to a risk assessment subject to the Road Management Plan and will be assessed on a case by case basis

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SCHEDULE 3: URBAN STREETS

Schedule 3 details the inspection frequencies and intervention levels and response times for all:

- drainage pits (including cleaning);
- footpaths, shared paths and bicycle paths; and
- kerb and channel

Drainage Pits

Drainage pits within road reserves that are subject to the Road Management Plan will be inspected in accordance with the specified frequency in the table below:

Road Category	Minimum Inspection Frequency
1,2,3,4,5, and 6	Annually

Footpaths, Shared Paths and Bicycle paths

Footpaths and bicycle paths that are subject to the Road Management Plan will be inspected in accordance with the specified frequency in the table below:

Pathway Category	Minimum Inspection Frequency (per annum)
High Priority	2
Low Priority	1

If a pathway category/hierarchy described earlier in this document does not appear in the schedules, then inspection and maintenance of the asset will be performed on a reactive basis or in accordance with the appropriate written agreement.

Kerb and Channel including Median Kerb

Kerb and channel (including median kerb) that are subject to the Road Management Plan will be inspected in accordance with the specified frequency in the table below:

Road Category	Minimum Inspection Frequency (per annum)
1,2,3,4,5,6	Reactive

Quality of Work/Service

All persons engaged to undertake inspections and works must be suitably trained and have the appropriate experience to perform the tasks specified.

Quality Standards

All work must be carried out in accordance with Council's standards and procedures.

Schedule 3, Table 3.1   Intervention Criteria for Urban Streets

The following requirements are to apply.

ITEM	NO.	ACTIVITY	INTERVENTION LEVEL	* REACTIVE INSPECTION	DEFECT TREATMENT TIME
Drainage Pits	3.1	Pit clearing.	> 30% capacity reduced	Within 3 business days of being notified	30 business days
Drainage Pits	3.2	Repair and maintenance of pit lids and/or surrounds	Missing pit lids, surrounds or grates in pedestrian areas or traffic lanes.	Within 3 business days of being notified	30 business days
Footpaths, Shared Paths and Bicycle Paths	3.3	Repair / rectify pedestrian area with displacement.	Displacement > 25mm .	Within 3 business days of being notified	30 business days
Kerb and Channel	3.4	Repair and maintenance of kerb and channel.	Kerb is broken or heaved to the extent of preventing the free flow of water.	Within 3 business days of being notified	30 business days

* High risk situations/interventions are subject to a risk assessment subject to the Road Management Plan and will be assessed on a case by case basis

SCHEDULE 4: SIGNS, LINEMARKING, GUIDEPOSTS AND GUARDRAILS

Schedule 4 details the inspection frequencies and intervention levels and response times for maintenance of all regulatory and traffic advisory signs, linemarking and guardrails on road reserves within and under the control of the Municipality, including:

- Directional signs;
- Traffic signs;
- Hazard and flood markers;
- Speed, Regulatory and Warning signs;
- Centre line and edge lines;
- Statutory Control lines and School Crossings;
- Guideposts
- Guardrails

Signs, Guardrails and Guideposts

Signs, linemarking, guardrails and guideposts that are subject to the Road Management Plan will be inspected in accordance with the specified frequency in the table below:

Signs and Guardrails

Road Category	Minimum Inspection Frequency
1,2,3,4,5 and 6	Annually

Linemarking

Road Category	Minimum Inspection Frequency (per annum)
1,2,3	Annually

Guidepost Repair/Replacement

Guideposts that are subject to the Road Management Plan will be inspected in accordance with the specified frequency in the table below:

Road Category	Minimum Inspection Frequency
1	Annually

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2	Annually
3	Annually
4	Every 2 years
5	Every 2 years
6	Every 2 years

Quality of Work/Service

All persons engaged to undertake inspections and works must be suitably trained and have the appropriate experience to perform the tasks specified.

Quality Standards

All work must be carried out in accordance with Council's standards and procedures.

Schedule 4, Table 4.1   Intervention Criteria for Signs, Linemarking, Guideposts and Guardrails

The following requirements are to apply.

ITEM	NO.	ACTIVITY	INTERVENTION LEVEL	* REACTIVE INSPECTION	DEFECT TREATMENT TIME					
					CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4	CATEGORY 5	CATEGORY 6
Regulatory and Warning Signs	4.1	Replace or repair illegible or missing regulatory and warning signs.	Regulatory or warning signs missing or illegible making them substantially ineffective.	Within 3 business days of being notified	30 business days	30 business days	30 business days	30 business days	30 business days	30 business days
Line marking of roads and pavements.	4.2	Line marking of all lines and pavement markings on sealed surfaces.	Missing or illegible line marking.	Within 3 business days of being notified	30 business days	30 business days	30 business days	N/A	N/A	N/A
Guardrail	4.3	Realign, repair or replace guardrail, posts and associated hardware	Guardrail that is missing or damaged making the section substantially ineffective.	Within 3 business days of being notified	90 business days	90 business days	90 business days	90 business days	90 business days	90 business days
Guidepost Repair/Replacement	4.4	Replacement of broken or missing guideposts	Guideposts are non-functional or missing	Within 3 business days of being notified	30 business days	30 business days	30 business days	30 business days	30 business days	42 business days

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SCHEDULE 5: VEGETATION MANAGEMENT

Schedule 5 details the inspection frequencies and intervention levels and response times for all:

- Tree and vegetation encroaching into clear zone envelope of Sealed and Unsealed roads
- Tree and vegetation encroaching into clear zone envelope of footpaths, shared paths and bicycle paths
- Safety sight lines
- Vegetation obstructing clear vision of regulatory or warning signs.

Tree & Vegetation on roadside

Trees and vegetation within road reserves that are subject to the Road Management Plan will be inspected in accordance with the specified frequency in the table below:

Road Category	Minimum Inspection Frequency (every 4 years)
1, 2 and 3	1
4, 5 and 6	Currently not inspected

Tree & Vegetation Footpaths, Shared Paths and Bicycle paths

Footpaths and bicycle paths that are subject to the Road Management Plan will be inspected in accordance with the specified frequency in the table below:

Pathway Category	Minimum Inspection Frequency (per annum)
High Priority	2
Low Priority	1

*These inspections are carried out as part of footpath inspections

Quality of Work/Service

All persons engaged to undertake inspections and works must be suitably trained and have the appropriate experience to perform the tasks specified.

Quality Standards

All work must be carried out in accordance with Council's standards and procedures.

Schedule 5, Table 5.1   Intervention Criteria for Tree and Vegetation Management

The following requirements are to apply.

ITEM	NO.	ACTIVITY	INTERVENTION LEVEL	* REACTIVE INSPECTION	DEFECT TREATMENT TIME		
					CATEGORY 1	CATEGORY 2	CATEGORY 3
Vegetation Management	5.1	Removal and/or trimming back of vegetation to allow clear access by vehicles along the carriageway	Vegetation to be kept clear in the following space: Category 1 Roads: Vegetation clearance to be kept > 5.0m height over the road surface for the trafficable width. Category 2 Roads: Vegetation clearance to be kept > 5.0m height over the road surface for the trafficable width. Category 3 Roads: Vegetation clearance to be kept > 4.0m height over trafficable width	Within 3 business days of being notified	14 business days	28 business days	42 business days
Roadside Vegetation	5.2	Mowing / trimming of vegetation on roadsides, verges and park lands	Trees, shrubs or grasses that have grown to restrict design sight distance to intersections or restrict viewing of regulatory or warning signs.	Within 3 business days of being notified	14 business days	30 business days	48 business days

					DEFECT TREATMENT TIME		
ITEM	NO	ACTIVITY	INTERVENTION LEVEL	REACTIVE INSPECTION	CATEGORY 4	CATEGORY 5	CATEGORY 6
Vegetation Management	5.3	Removal and/or trimming back of vegetation to allow clear access by vehicles.	Category 4 and 5 Roads – Vegetation clearance to be kept > 5.0m height over the road surface for the trafficable width. For all other roads including Category 6 and (FAT) vegetation clearance to be kept > 4.0m height over the trafficable width.	Within 3 business days of being notified	28 business days	36 business days	42 business days
Roadside Vegetation	5.4	Mowing / trimming of vegetation on roadsides, verges and park lands	Trees, shrubs or grasses that have grown to restrict design sight distance to intersections or restrict viewing of regulatory or warning signs.	Within 3 business days of being notified	28 business days	36 business days	42 business days

* High risk situations/interventions are subject to a risk assessment subject to the Road Management Plan and will be assessed on a case by case basis

ITEM	NO	ACTIVITY	INTERVENTION LEVEL	REACTIVE INSPECTION	
Footpaths, Shared Paths and Bicycle Paths	5.5	Remove overhanging or encroaching vegetation	Overhanging vegetation lower than 3.0m above the path or affecting clearance envelope of the path restricting pedestrian passage to < 2.5m.	Within 3 business days of being notified	30 business days

* High risk situations/interventions are subject to a risk assessment subject to the Road Management Plan and will be assessed on a case by case basis

Vegetation on Unsealed Roads

ITEM	NO.	ACTIVITY	INTERVENTION LEVEL	* REACTIVE INSPECTION	DEFECT TREATMENT TIME		
					CATEGORY 4	CATEGORY 5	CATEGORY 6
Vegetation Management	5.6	Removal and/or trimming back of vegetation to allow clear access by vehicles.	Category 4 and 5 Roads – Vegetation clearance to be kept > 5.0m height over the road surface for the trafficable width. For all other roads including Category 6 and (FAT) vegetation clearance to be kept > 4.0m height over the trafficable width.	Within 3 business days of being notified	28 business days	36 business days	42 business days
Roadside Vegetation	5.7	Mowing / trimming of vegetation on roadsides, verges and park lands	Trees, shrubs or grasses that have grown to restrict design sight distance to intersections or restrict viewing of regulatory or warning signs.	Within 3 business days of being notified	28 business days	36 business days	42 business days

* High risk situations/interventions are subject to a risk assessment subject to the Road Management Plan and will be assessed on a case by case basis