Macedon Ranges Shire Council
Council Plan 2006–2010

Awareness   Our Home   Rich Fabric   Deep Connection

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Council Plan

Strategic Resource Plan

Preamble

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Appendix One

2. MESSAGE FROM YOUR MAYOR

On behalf of my fellow Councillors and the staff of the Macedon Ranges Shire Council, I am pleased to present to our community the Macedon Ranges Shire Council Plan 2006-2010. This year represents to second year of this Plan which was adopted by Council in June 2006

This Council Plan is the primary instrument for how our resources will be utilised and how we can achieve the community's vision for this Shire.

Within the Macedon Ranges Shire Council Plan there are goals, strategies and measurable outcomes to allow you to assess the performance of Council in meeting your expectations. This Plan also documents, through the Strategic Resources Plan, the human, physical and financial resources required to achieve these goals, strategies and outcomes.

Specifically, the Council Plan outlines many of the major activities that the Macedon Ranges Shire Council will undertake to ensure that the work and priorities set by Council align with your vision in accordance with the Macedon Ranges 2025 Vision Statement.

Council is committed to providing quality service and the maintenance and enhancement of community assets that reflect the community's needs. We are confident that our goals of Sustainable Development, Community Wellbeing, Sustainable Environment & Infrastructure and Responsible Governance will continue to be achieved and look forward to working in partnership with you.

Cr. Helen Relph
Mayor
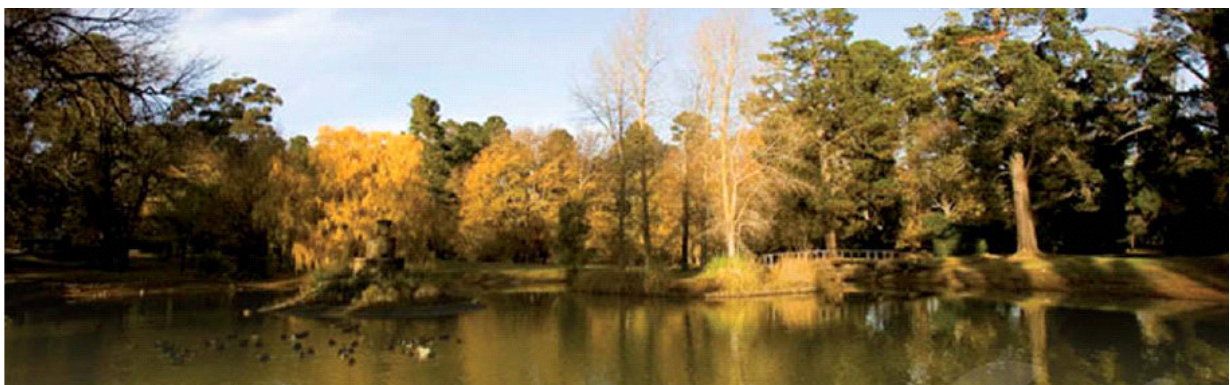
2. YOUR COUNCILLORS

EAST WARD

Cr Henry Bleeck

Cr Sandra McGregor

Cr Geoff Neil

SOUTH WARD

Cr Rob Guthrie

Cr John Letchford

Cr Helen Relph
Mayor 2006/07

WEST WARD

Cr John Connor

Cr Tom Gyorffy

Cr Noel Harvey, OAM
Deputy Mayor 2006 /07

3. COUNCIL'S PLANNING FRAMEWORK

How We Plan, Work and Improve at the Macedon Ranges

This framework sets out the relationships between Council plans and Strategies and their linkages to community and organisation activities. It also represents the planning, action, reporting and review process as a continuous improvement cycle.

Leading

Listening

Community Needs and Expectations

Council
Code of Conduct

Learning

Continuous Improvement Business Excellence Framework

Longer Term Vision

Where we want to go
2025 Vision for the Macedon Ranges
Council Plan

Measuring Success

Strategies & Action Plans

How we are doing?
Indicators of success
Annual Report
Performance Statement
Staff Performance & Development Review
DVC Community Satisfaction Survey

How we're getting there
Consultation
People & Leadership
Sustainability Framework
Strategic Resource Plan
Health & Well Being Plan Other Strategies & Action Plans

Annual Budget & Council Plan – Key Goals and Outcomes

Making it happen
Key Strategic Actions
Operational Business Plans
Capital Works Program
Organisation Procedures

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Our Vision - What we aspire to achieve

To provide leadership in this inspired region by providing the opportunity for all to live a fulfilling life, whilst protecting our heritage, environment and a sense of community through our shared commitment to a sustainable Macedon Ranges.

Our Mission - What we will do to achieve our Vision

- Engage in a partnership with the community, the business sector, other Councils, levels of government and agencies to enhance the overall health and well being of our community.

- Embrace the leadership role we have within this community to facilitate engagement and participation of our citizens and their understanding of what we are doing.

- Provide a local response to global issues and work actively with our residents, business community and relevant agencies to raise broad environmental awareness and understanding.

- Provide physical assets such as roads, footpaths, drains, buildings and public amenities which are the fundamental infrastructure of a community and facilitate safe, healthy and equitable access and service delivery for our community and visitors.

Our Values - What we believe about the Macedon Ranges

In pursuing our Vision, the Macedon Ranges Shire Council believes in, and is committed to, the following values:

contemplation
seeing the potential
appreciation
knowing
experience
Awareness

We are aware of the attributes and the potential of our region

Our character is a unique tapestry of People, Heritage and Nature

people & personalities
bio-diversity
community
natural environment
heritage
Rich Fabric

our place
our community
trust
quality of life
feeling secure
Our Home

This will provide everything that we need to live the life we want

It is part of us and we are part of it

unique beauty
sense of belonging
respect
peace & tranquility
nourishment
Deep Connection

Awareness   Our Home   Rich Fabric   Deep Connection

INTRODUCING THE COUNCIL PLAN

The 2006-2010 Council Plan is built on four Goals. Our Goals detail the areas in which Council will focus its energies between 2006-2010. These Goals are:-

- Sustainable Development
- Community Wellbeing
- Sustainable Environment and Infrastructure
- Responsible Governance

1. SUSTAINABLE DEVELOPMENT
Economic Vitality derived from Sustainable Principles

To promote responsible and sustainable care of our natural and built environment so all people can enjoy the unique attributes of the Macedon Ranges. To lead and promote a sustainable economic environment.

2. COMMUNITY WELLBEING
Healthy, vibrant and resilient communities

To promote and support social, recreational, cultural and community life by providing both essential and innovative amenities, services and facilities in the Macedon Ranges.

3. SUSTAINABLE ENVIRONMENT AND INFRASTRUCTURE
Safe, functional assets and a protected natural environment

To promote responsible and sustainable planning, building and environmental practices when developing and maintaining community and natural assets.
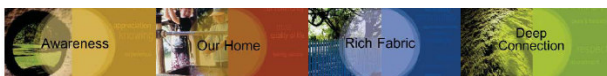
4. RESPONSIBLE GOVERNANCE
Transparent accountable leadership and democratic decision-making

To provide governance and leadership through a commitment to democratic processes, financial stewardship, organisation development and fostering Council's organisational values.

Each of these Goals has a number of outcomes associated with them which identify the strategies and actions required to achieve each Goal, as detailed in the following pages.

The 2006 / 2010 Council Plan includes a range of initiatives and actions which have been drawn from existing strategies which have been adopted by Council. Detailed information on these strategies and plans can be accessed on Council's webpage www.macedon-ranges.vic.gov.au

GOALS	OUTCOMES	How we achieve these Outcomes
1. Sustainable Development	1.1 A Strong and Diverse Local Economy	By actively leading and facilitating a diverse and dynamic economic environment in which business and tourism can develop and thrive
	1.2 Appropriate Development enhancing our Lifestyle and Community	By developing clear directions, strategies and responsible stewardship of the natural and built environment based on consultation with our partners and with respect for the diverse views in our community
	1.3 A Community that is safe to live in	By ensuring the Councils regulatory environment including Building Regulation, Environmental Health and Community Support operate in a fair and consistent manner and focus on positive community outcomes, education, safety, empathy, care and respect
2. Community Wellbeing	2.1 Engaged and Connected Community	By enhancing the capacity of all people to live fulfilling lives by participating in community development initiatives to enhance safety, health, education, quality of life, mobility and accessibility, and sense of belonging
	2.2 Improved Quality of Life for our Community	By delivering targeted services in response to identified community need that support people in living within the community
	2.3 A Healthy and Creative Community	By enriching the vibrancy and diversity of community life through promoting and supporting recreational and cultural services and facilities in the Shire.
3. Sustainable Environment and Infrastructure	3.1 Enhanced and Protected Natural Environment	By protecting the Macedon Ranges' natural environment through strategies and actions that address roadsides, waterways, remnant vegetation, fire prevention, volunteer/land care initiatives, recycling and waste minimisation
	3.2 Effective and Sustainable maintenance of Assets and Open Space	By ensuring that our infrastructure assets are maintained in a manner that is sustainable whilst minimising risk and our open space is presented in a safe condition that encourages participation
	3.3 Sustainable Asset Management	By ensuring that asset management strategies for our built environment are sustainable and funding is reflective of our objective to reduce the asset renewal and maintenance gap whilst meeting current and future community needs
	3.4 Infrastructure that meets Community Needs	By ensuring infrastructure Planning and Major Project delivery is co-ordinated and driven by clear strategic planning and sustainable funding.
4. Responsible Governance	4.1 Democratic Governance	By promoting representative democracy that ensures Council conducts its affairs openly with integrity, is accountable and reflective of best practice governance and management
	4.2 Excellence in Service Provision, Operational Efficiency and Management Practice	By promoting an organisational culture that recognises and supports the organisation's stated values of care, honesty, openness and respect in all decision-making and management practice
	4.3 Responsible Financial Stewardship	By ensuring our financial management practices comply with legislative requirements and standards and to the extent that the rate revenue system is imposed upon local government, Council will provide a transparent revenue raising system
	4.4 Effective and Responsive Organisational Support	By planning for and delivering corporate information and communications that are responsive to the organisation's needs

1. Sustainable Development

Outcome 1.1 - A Strong and Diverse Local Economy
By actively leading and facilitating a diverse and dynamic economic environment in which business and tourism can thrive.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Attract and retain environmentally sustainable economic development by supporting existing and new business opportunities	• Review Sustainable Development Framework • Conduct new business forums	• Further development of sustainability assessment and incorporation into Corporate reporting, budgeting and strategy preparation. • Conduct new business forums to facilitate customer service, networking and sustainability outcomes • Utilise the Business and Tourism Association (BATA) network to address sustainability in business operations.	• Protocol developed by 31 December 2007. • Forums conducted • Information distributed to all BATA's by 30 June 2008.	• Conduct new business forums	• Conduct new business forums
Promote and support the development of economic infrastructure to enhance the social and economic wellbeing of the Macedon Ranges	• Review Kyneton Saleyards Strategy	• Research and develop a framework that will enable Council to obtain a social and economic assessment of defined geographic areas or towns and apply the framework to Romsey and Woodend in 2007 and 2008	• Framework complete by August 2008	• Support the provision of a Business Incubator	

Outcome 1.1 - A Strong and Diverse Local Economy (cont)
By actively leading and facilitating a diverse and dynamic economic environment in which business and tourism can thrive.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
	• Develop outline for Industrial Land Strategy • Review Economic Development Strategy • Work with key stakeholders to implement initiatives in order to drive key economic sectors including Food and Wine, Agribusiness and Tourism	• Prepare development guidelines for industrial estate • Develop Management Strategy for operation of Kyneton Airfield in conjunction with the Committee of Management • Prepare Industrial Land Strategy	• Guidelines developed by 30 June 2008 • Draft Strategy presented to Council by 31 December 2007 • Draft Strategy presented to Council by 30 April 2008.		
Develop and promote tourism to increase visitation and improve integration across the region	• Work co-operatively with Macedon Ranges Tourism Inc. on joint strategies and projects	• Implement the recommendations made from the visitor services review.	• Report to Council by 31 March 2008.	• In consultation with Business Network Groups develop strategies to ensure sustainability of the networks.	

Outcome 1.1 - A Strong and Diverse Local Economy (cont)
By actively leading and facilitating a diverse and dynamic economic environment in which business and tourism can thrive.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
	• Develop Tourism Strategy Plan	• Review Visitor Information facility at Lancefield	• Report to Council by 31 March 2008.	• Develop coordinated approach to dealing with events held in Macedon Ranges Shire.	
	• Review existing tourism information networks	• Investigate installation of Visitor Information facility at Gisborne	• Report to Council by 31 March 2008.		
		• Implement the strategy developed for the Australian tourism Development Program	• Report to Council by 31 May 2008.		
		• Review and amend the Memorandum of understanding with Tourism Macedon Ranges Inc.	• Report to Council by 31 December 2007.		
Enhance the appearance of our townships and entrances	• Develop 5 year plan for Streetscape works	• Implement Year 1 of adopted Streetscape Plan	• Works completed by 30 June 2008.		
	• Streetscape works in Gisborne.	• Prepare Urban Design Framework for Gisborne	• Draft Framework presented to Council by 30 June 2008.		
	• Complete Urban Design Framework for Kyneton				

1   Sustainable Development

Outcome 1.2 - Appropriate Development Ehancing Our Lifestyle and Community
By developing clear directions, strategies and responsible stewardship of the natural and built environment based on consultation with our partners and respect for the diverse view in our community

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Improve planning processes	• Analyse VCAT appeals to determine reason for appeal and thereby develop a plan to reduce appeals.	• Implement Municipal Strategic Statement incorporating Sustainable Future's Work and Small town Structure Plans and Local Policies	• Panel complete by 30 June 2008		
	• Implement new Municipal Strategic Statement incorporating Sustainable Future's Work	• Review Planning Scheme schedules to streamline application process	• Review completed by 31 December 2007 and Panel process undertaken by 30 June 2008.	• Review operation of new Municipal Strategic Statement and entire Planning Scheme	
	• Introduce web based Permit Tracking System	• Enhance functionality of Greenlight to allow on-line payment of fees, application to strategic planning process and enforcement activities, and improve customer interface.	• 25% of planning applications received on-line by 30 June 2008.		
Promote and support the small town communities within the Shire	• Complete and approve Outline Development Plans for Kyneton and Romsey.	• Commence Outline Development Plans for Riddells Creek and Woodend	• Draft document prepared by 30 June 2008.	• Commence implementation of Outline Development Plans as Planning Scheme Amendments	• Complete implementation of Outline Development Plans as Planning Scheme Amendments
	• Continue Rural Living Strategy	• Complete Rural Living Strategy	• Draft Strategy presented to Council by 30 June 2008.	• Commence implementation of outcomes of the Rural Living Strategy	• Complete implementation of outcomes of the Rural Living Strategy

Outcome 1.2 - Appropriate Development Ehancing Our Lifestyle and Community (cont)
By developing clear directions, strategies and responsible stewardship of the natural and built environment based on consultation with our partners and respect for the diverse view in our community

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Strive to ensure all private residential developments enhance the liveability and sustainability of the community	• Promote and implement Design in Health and Wellbeing - Guidelines for Residential Subdivisions in the Macedon Ranges Shire	• Undertake a comparative review of the Health and Wellbeing Guidelines and Clause 56 of the Planning Scheme	• Draft document prepared by 31 December 2008.	• Review the "Design in Health and Wellbeing - Guidelines for Residential Subdivisions in the Macedon Ranges Shire"	
Promote community understanding and involvement in the importance of native vegetation and biodiversity conservation	• Commence review of Natural Environment Strategy			• Complete review of Natural Environment Strategy, commence implementation and develop protocols to incorporate the Strategy into broader Council actions	
Protect remnant native vegetation through education incentives and planning controls	• Continuation of vegetation mapping project and development of planning controls to achieve action			• Progress vegetation mapping project to support existing planning controls. • Promote understanding and importance of native vegetation in the community.	

Outcome 1.2 - Appropriate Development Ehancing Our Lifestyle and Community (cont)
By developing clear directions, strategies and responsible stewardship of the natural and built environment based on consultation with our partners and respect for the diverse view in our community

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Protect the area's historical character, streetscapes and heritage features		• Investigate recognition of indigenous cultural heritage sites in the Planning scheme	• Report to Council by 30 April 2008.	• Implement Heritage Overlays and precincts for sites identified in the Kyneton Conservation Study and the Macedon Ranges Cultural Heritage and Landscape Study.	

1   Sustainable Development

Outcome 1.3 - A Community that is Safe to Live in
Ensure the Council's regulatory environment including building regulation, environmental health and local laws operate in a fair and consistent manner and focus on positive community outcomes, education, safety, empathy, care and respect.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Design building and health initiatives to ensure they reflect community aspirations.	• Participate in community safety initiatives concerning building regulations and essential services. • Participate in community safety initiatives concerning food handling services • Ensure compliance of 5 star energy rating for all new residential buildings	• Investigate implementation of publicly accessible web-based building permit lodgement and tracking system to improve customer service. • Undertake public awareness and education program around the need for building approval prior to construction. • Investigate the development of sustainability standards for commercial and industrial buildings.	• Complete investigations by 30 April 2008 • Complete program by 31 December 2007. • Complete investigation by 30 April 2008.	• Participate in community safety initiatives concerning building regulations and essential services	
Promote Best Practice Waste Water Treatment	• Implement Waste Water Management Plan	• Commence audit of Council owned properties for compliance with the state wastewater standards	• 50% of Council owned properties audited by 30 June 2008.		

Outcome 1.3 - A Community that is Safe to Live in (cont)

Ensure the Council's regulatory environment including building regulation, environmental health and local laws operate in a fair and consistent manner and focus on positive community outcomes, education, safety, empathy, care and respect.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
		• Develop Community Information Kit on domestic wastewater management • Work with key stakeholders to advocate for a review of EPA legislation to address maintenance of domestic wastewater systems	• Kit distribution commenced by 30 June 2008. • Provide status report to Council by 30 April 2008.		
Increase immunisation rates within the community and ensure services meet community needs	• Establish a database on the effectiveness of Immunisation Programs • Review immunisation services	• Monitor immunisation rates in the Shire and support health professionals to increase community participation. • Incorporate new vaccines into the immunisation program as approved by health regulators	• Provide status report to Council by 30 June 2008. • Completion of 2007/08 immunisation program.		
Provide animal and local law services through a community friendly approach	• Undertake Local Law Review • Promote animal micro-chipping and increase registration of domestic animals	• Promote responsible animal ownership and management through educational programs	• 20% of registered animals microchipped		

2　Community Wellbeing

Outcome 2.1 - Engaged and Connected Community
By enhancing the capacity of all people to live fulfilling lies by participating in community development initiatives to enhance safety, health, education, quality of life, mobility and accessibility, and sense of belonging.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Reduce the impact of alcohol and drug use within the community, particularly with young people	• Assist community agencies and groups to pursue funding for the provision of alcohol and drug education programs • Work with young people and agencies to organise and promote drug and alcohol free entertainment opportunities	• Work in partnership with local agencies in the provision of alcohol and drug education programs • Work with young people and agencies to organise and promote drug and alcohol free entertainment opportunities	• Two partnership audits completed. • Five drug and alcohol free events held.	• Assist community agencies and groups to pursue funding for the provision of alcohol and drug education programs • Work with young people and agencies to organise and promote drug and alcohol free entertainment opportunities	• Assist community agencies and groups to pursue funding for the provision of alcohol and drug education programs • Work with young people and agencies to organise and promote drug and alcohol free entertainment opportunities
Develop and implement strategies to reduce injuries and promote safety in the home, within the community and at work	• Facilitate safety promotions, in conjunction with community groups and services	• Facilitate safety promotions in conjunction with other Council units and community groups	• Two safety promotions.	• Facilitate safety promotions, in conjunction with community groups and services	• Facilitate safety promotions, in conjunction with community groups and services
Strengthen communities by facilitating opportunities for "bottom up" community planning and action	• Actively participate in the MAV Lighthouse Program and seek funding to develop at least one Community Plan	• Work with the community to develop township community plans.	• Develop two Community Plans.	• Develop another two Community Plans	• Develop another two Community Plans

Outcome 2.1 - Engaged and Connected Community (cont)

By enhancing the capacity of all people to live fulfilling lies by participating in community development initiatives to enhance safety, health, education, quality of life, mobility and accessibility, and sense of belonging.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Promote Road Safety Programs and educate the public with the intention of reducing collisions, injury, death and associated trauma	• Work with key community agencies ie. Police and Vic Roads, to support their safety programs and actively seek funding on behalf of community agencies which promote road safety	• Coordinate and deliver Fit to Drive workshops in local secondary colleges	• Deliver 5 workshops.	• Work with key community agencies ie. Police and Vic Roads, to support their safety programs and actively seek funding on behalf of community agencies which promote road safety	• Work with key community agencies ie. Police and Vic Roads, to support their safety programs and actively seek funding on behalf of community agencies which promote road safety
Pursue an integrated transport system to improve the accessibility and mobility of residents	• Advocate on behalf of Macedon Ranges residents for improved inter and intra shire transport • Implement the Transport Connections Getting Around Project initiatives including advocacy on rail timetabling, and targeted services	• Advocate on behalf of Macedon Ranges residents for improved inter and intra shire transport.	• Advocacy reported on quarterly basis.	• Advocate on behalf of Macedon Ranges residents for improved inter and intra shire transport	• Advocate on behalf of Macedon Ranges residents for improved inter and intra shire transport
Recognise and promote the indigenous history and culture of the Shire	• Commence implementation of the Indigenous Foundation Plan	• Facilitate awareness of Indigenous issues across Council	• Deliver an indigenous awareness workshop to Council staff and Councillors	• Review Indigenous Foundation Plan	

Outcome 2.1 - Engaged and Connected Community (cont)
By enhancing the capacity of all people to live fulfilling lies by participating in community development initiatives to enhance safety, health, education, quality of life, mobility and accessibility, and sense of belonging.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Support and promote the provision of services and facilities for young people	• Implement Year 1 actions of Macedon Ranges Youth Advisory Committee Strategic Plan	• Support the establishment of a leadership program for young people.	• Leadership Program in place by 30 June 2008.	• Review Macedon Ranges Youth Advisory Committee Strategic Plan	
Promote Volunteerism across the Shire	• In partnership with Neighbourhood Houses, pursue funds for a Volunteer Resource Co-ordinator • Co-ordinate an organisation wide approach to recognising, celebrating and developing volunteers across all service areas	• Continue to promote volunteerism in he Shire and support Council's volunteers.	• Information on volunteering opportunities provided on Council's website.		
Promote inclusion of people with a disability in the community	• Implement Disability Action Plan	• Review and update Disability Action Plan.	• Disability Action Plan lodged with the Human Rights and Equal Opportunity Commission by 30 June 2008. Review process to commence from July 2007.	• Implement Disability Action Plan	• Review Disability Action Plan

Outcome 2.1 - Engaged and Connected Community (cont)

By enhancing the capacity of all people to live fulfilling lies by participating in community development initiatives to enhance safety, health, education, quality of life, mobility and accessibility, and sense of belonging.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Support research and analysis on issues of emerging community concern, and develop strategies to address those issues	• Review Council's Gaming Policy • Continue advocacy to minimise impact and harm of gaming	• Incorporate Council's new Gaming Policy into Municipal Strategic Statement and Planning Scheme.	• Gaming Policy included in Municipal Strategy Statement & Planning Scheme by 30 June 2008.	• Continue advocacy to minimise impact and harm of gaming	• Continue advocacy to minimise impact and harm of gaming
Promote an integrated approach to community health and wellbeing	• Develop Health and Wellbeing Plan 2007-2010 • Work in partnership with other health and community services in the Shire to plan and advocate for improved services to our community	• Work in partnership with Health Agencies in the Shire to improve mental health outcomes for our community • Lead coordination of Health and Community Services across the Shire	• Three Programs operational by 30 June 2008. • Ten meetings facilitated.	• Implement Health and Wellbeing Plan 2007-2010 • Work in partnership with other health and community services in the Shire to plan and advocate for improved services to our community	• Implement Health and Wellbeing Plan 2007-2010 • Work in partnership with other health and community services in the Shire to plan and advocate for improved services to our community

2   Community Wellbeing

Outcome 2.2 - Improve Quality of Life for our Community
By delivering targeted services in response to identified community need that support people in living within the community.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Improve access to affordable, appropriate and accessible housing	• Adopt Housing Strategy & commence implementation • Advocate for affordable housing options during development of Outline Development Plans for major towns	• Housing Advisory Committee make submission to Romsey and Kyneton Outline Development Plan regarding inclusion of more affordable and appropriate housing.	• Submission presented by 31 March 2008.	• Review Council's Social Housing management model.	• Implement Housing Strategy
Advocate and plan for improved Family and Children's Services	• Review capacity of existing services to meet current & projected needs • In partnership with other agencies, implement Post-natal Depression Project	• Complete feasibility study for Children's Hub in north of the Shire	• Completion of Feasibility Study by 31 March 2008.	• Implement recommendations emerging from Service Capacity Review	

Outcome 2.2 - Improve Quality of Life for our Community (cont)
By delivering targeted services in response to identified community need that support people in living within the community.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Advocate and plan for improved Aged and Disability Services in the Shire	• Improve provision of Home Maintenance Service • In partnership with other councils, investigate joint provision of Meals on Wheels Program	• In partnership with other Council's continue to investigate joint provision of Meals on Wheels Program • Development of Positive Ageing Projects within Council Services.	• Agreement with State Government to fund project by 30 June 2008. • Develop two Positive Ageing Projects.		
Provide responsive, sustainable and community focused services	• Implement Aged and Disability Strategy • Implement Family and Children's Strategy	• Update the protocols for improved information sharing between local providers • Review the central enrolment process for kindergartens including policy, data collection and allocation of places • Support carer's groups to be more independent and responsive to carer's needs	• Protocol developed and tested by 30 April 2008. • Review completed by 31 January 2008 • Carer's group operating independently by 31 January 2008.	• Review Aged and Disability Strategy • Review Family and Children's Strategy	
Ensure current and future infrastructure meets community needs	• Develop Infrastructure Planning for Children and Youth Services	• Work with agencies in Gisborne to improve facilities for children and young people	• Agreed plan for Gisborne facilities.	• Continue implementation of Infrastructure Plan	

Outcome 2.3 - A Healthy and Creative Community
By enriching the vibrancy and diversity of community life through promoting and supporting recreational and cultural services and facilities in the Shire.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Provide planned, safe and well-managed community recreation facilities	• Adopt and commence implementation of Leisure Strategy Plan	• Implement recommendation of Leisure Strategy Plan by seeking external funding for new sports field in Romsey	• External funding obtained by 30 June 2008.	• Implement actions of Leisure Strategy Plan	
	• Undertake feasibility and concept planning for new sports ovals and athletics tracks in east of Shire	• Implement recommendation of Leisure Strategy Plan by constructing skatepark in Riddells Creek	• Open skatepark by 30 June 2008.	• Development of new sports oval and athletics track at Romsey	
	• Undertake concept planning for skate parks in the east of the Shire	• Undertake feasibility study into recycled water options for Romsey and Kyneton	• Complete study by 30 November 2007.		
	• Develop plan for installation of non-potable water sources for irrigation of sports grounds (Sports Fields Irrigation Plan) including commencement of works in Kyneton			• Implement actions from Sports Fields Irrigation Plan	• Implement actions from Sports Fields Irrigation Plan

Outcome 2.3 - A Healthy and Creative Community (cont)
By enriching the vibrancy and diversity of community life through promoting and supporting recreational and cultural services and facilities in the Shire.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Provide planned, safe and well managed aquatic and leisure facilities	• Continue to Implement Aquatic Strategy including concept planning & funding submission for Kyneton facility	• Commence detailed planning for Kyneton Indoor Pool Project	• Appoint project management and design team by 30 November 2007.	• Construction of Kyneton aquatic facility	• Open the Kyneton aquatic facility
	• Continue to develop and improve Council's pools	• Complete implementation of management software at Aquatic and Leisure Centres	• System operational at Gisborne Aquatic Centre and Gisborne Fitness Centre by 30 June 2008.	• Continue to develop and improve Council's pools	• Continue to develop and improve Council's pools
	• Consolidate the management and operations of Council's aquatic and leisure centres			• Implement the upgrade program for Council's leisure facilities	• Implement the upgrade program for Council's leisure facilities
Provide for a range of passive recreational opportunities in open spaces	• Continue to implement Open Space Strategy to encourage passive and unstructured recreation	• Undertake Open Space Strategy projects including installation of directional signage in Jackson's Creek Gisborne and improvements at Malmsbury Common.	• Complete works by 30 June 2008.	• Continue to implement Open Space Strategy to encourage passive and unstructured recreation	• Continue to implement Open Space Strategy to encourage passive and unstructured recreation

Outcome 2.3 - A Healthy and Creative Community (cont)
By enriching the vibrancy and diversity of community life through promoting and supporting recreational and cultural services and facilities in the Shire.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
	• Implement Bicycle Strategy • Commence review of Hanging Rock Strategic Plan	• Complete Playground Strategy • Complete development of Stage 1 of Woodend to Hanging Rock bicycle path • Complete review of Hanging Rock Strategic Plan	• Adoption of Strategy by Council by 31 December 2007. • Open Stage 1 of path by 31 December 2007. • Adoption of plan by Council by 30 June 2008.	• Implement Shire-wide Playground Strategy • Implement Bicycle Strategy • Implement Hanging Rock Strategic Plan	• Implement Shire-wide Playground Strategy • Implement Bicycle Strategy • Implement Hanging Rock Strategic Plan
Promote benefits of Walking School Bus Program & participation in walking as a recreational opportunity	• Continue to maintain support for existing schools and investigate expansion of program	• Maintain support for existing schools	• Seven schools supported to continue Walking School Bus Program	• Continue to maintain support for existing schools and investigate expansion of program	• Continue to maintain support for existing schools and investigate expansion of program
Develop libraries as facilities of education, information and passive recreation	• Implement the Library Development Plan	• New library facilities established for Kyneton community	• Kyneton Library opened by 1 December 2007	• Implement the Library Development Plan	• Implement the Library Development Plan

Outcome 2.3 - A Healthy and Creative Community (cont)
By enriching the vibrancy and diversity of community life through promoting and supporting recreational and cultural services and facilities in the Shire.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Develop and facilitate arts and cultural opportunities for the community	• Develop events that strengthen and celebrate local arts and culture • Set up Trust for Deductible Gift Recipient Status • Implement Public Art Strategy	• In partnership with Arts Victoria, support major festivals in the Shire	• Owning Our Lot, Woodend Winter Arts Festival and Macedon Jazz & Heritage Festivals supported.	• Install Public Art in Romsey Hub and Woodend Hub. • Review the Living Art Strategic Plan	• Revise Living Art Strategy
Provide an engaging and contemporary Performing Arts Program	• Liaise with Arts Victoria for trial of multi-shire programming • Survey of Morning Music patrons	• Create a program of contemporary theatre at Bluestone Theatre	• Three Shows	• Stage Three trial of multi-shire programming • Consolidate programming model	• Review and evaluate trial process

Outcome 2.3 - A Healthy and Creative Community (cont)
By enriching the vibrancy and diversity of community life through promoting and supporting recreational and cultural services and facilities in the Shire.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Provide infrastructure and purpose built facilities for art and cultural activities	• Upgrade Kyneton Town Hall kitchen • Develop Feasibility Plan for Arts space - multi functional arts space that includes workshop areas, recital hall, gallery and meeting rooms • Develop Feasibility Study for a Cultural Precinct (Museum) • Improve Bluestone Theatre including removing temporary stage, provision of new curtains and bio box upgrade	• Complete feasibility study for use of old Woodend Squash Courts • Plan for cultural precinct in Kyneton	• Complete Feasibility study by 30 June 2008. • Source funding opportunities for cultural precinct in Kyneton.	• Source funding opportunities for Arts Space • Source funding opportunities for Cultural Precinct	
Increase the visibility and profile of arts and culture	• Develop cultural tourism strategies: brochures etc.	• Develop a Cultural Tourism Strategy in partnership with stakeholders	• Draft Cultural tourism Strategy to Council by 31 March 2008.	• Promote Cultural Tourism in the region	

Outcome 2.3 - A Healthy and Creative Community (cont)
By enriching the vibrancy and diversity of community life through promoting and supporting recreational and cultural services and facilities in the Shire.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Facilitate and support community participation and development in cultural activities	• Maintain a pro-active, innovative and viable approach to supporting local artists through the Arts Fund • Implement Arts Advisory Committee Charter to develop community working group	• Conduct skill development workshops and training sessions for community members	• Offer 1 administrative, 1 technical and 1 creative skills program.	• Maintain a pro-active, innovative and viable approach to supporting local artists through the Arts Fund • Continue to support community Working groups for New Directions	
Ensure all Cultural Development Facilities are accessible by all people in the community	• Disability Audit of Kyneton Museum • Disability Audit of Bluestone Theatre	• Improve access to Bluestone Theatre for people with disabilities	• Modifications to Bluestone Theatre made by 30 April 2008.		

3 Sustainable Environment and Infrastructure

Outcome 3.1 - A Healthy and Creative Community
Protect the areas natural environment through strategies and actions that address roadsides, waterways, remnant vegetation, fire prevention, volunteer/land care initiatives, recycling and waste minimisation

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Encourage Sustainable Land Management Practices	• Continue to support and fund Land care groups	• Support and fund Land Care groups	• 100% of active Land Care groups funded.	• Continue to support and fund Land care groups	• Continue to support and fund Land care groups
	• Continue to provide land management advice to groups and the general community	• Provide land management advice to groups and the general community	• 100% of land management requests are responded to.	• Continue to provide land management advice to groups and the general community	• Continue to provide land management advice to groups and the general community
Manage weeds on council controlled land and encourage weed control on private land through education and advocacy	• Continue elimination of targeted weeds on Council's recreation reserves and high conservation value roadsides	• Implement annual weed control program on Council's recreation reserves and high conservation value roadsides	• 100% of progress milestones achieved.	• Continue elimination of targeted weeds on Council's recreation reserves and high conservation value roadsides	• Continue elimination of targeted weeds on Council's recreation reserves and high conservation value roadsides
		• Review and amend Macedon Ranges Shire Weed Strategy	• Draft Weed Strategy presented to Council by 31 March 2008.		
	• Implement Tackling Weeds on Private Land Program	• Implement "Tackling Weeds on Private Land" Program	• 100% of progress milestones achieved.		

Outcome 3.1 - A Healthy and Creative Community (cont)
Protect the areas natural environment through strategies and actions that address roadsides, waterways, remnant vegetation, fire prevention, volunteer/land care initiatives, recycling and waste minimisation

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Provide Emergency and Fire Prevention Services	• Implement actions of Fire Prevention Strategy • Review Emergency Management Plan • Revise Community Emergency Risk Management Plan	• Review and amend Fire Prevention Strategy • Develop and test an Influenza Pandemic Plan	• Draft Fire Prevention Strategy presented to Council by 31 December 2007. • Influenza Pandemic Plan developed and tested by 30 June 2008	• Review Emergency Management Plan	• Review Emergency Management Plan
Provide effective and integrated Waste Management Services	• Identify the need and potential site for a new transfer station and recycling facility to service the south of the Shire • Review Waste Management Strategy	• Investigate and report on options for introducing a greenwaste collection and processing service.	• Report to Council for consideration by31st March 2008.	• Review Waste Management Strategy	

Outcome 3.1 - A Healthy and Creative Community (cont)
Protect the areas natural environment through strategies and actions that address roadsides, waterways, remnant vegetation, fire prevention, volunteer/land care initiatives, recycling and waste minimisation

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Encourage Water and Energy Conservation	• Complete Sustainable Water Use Plan	• Replace cisterns and install water efficient urinals in public toilets identified with high water consumption.	• 100% of identified toilets changed.	• Implement Sustainable Water Use Plan	• Implement Sustainable Water Use Plan
	• Revise Cities for Climate Protection Action Plan	• Develop a Sustainable Public Lighting Action Plan.	• 100% of actions complete.	• Implement Cities for Climate Protection Action Plan	• Implement Cities for Climate Protection Action Plan
	• Implement Stormwater Quality Management Plan	• Develop and implement guidelines to ensure stormwater quality issues are considered and addressed in Council's road maintenance and construction activities	• Report to Council for consideration by 31 December 2007.	• Implement Stormwater Quality Management Plan	• Implement Stormwater Quality Management Plan

3   Sustainable Environment and Infrastructure

Outcome 3.2 - Sustainable Asset Management
Ensure that asset management strategies for our built environment are sustainable and funding is reflective of our objective to reduce the asset renewal and maintenance gap whilst meeting current and future community needs

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Plan for the provision of sustainable infrastructure		• Develop Shire-wide Footpath Plan	• Council adoption of shire Wide Footpath Plan by 30 June 2008.	• Implement Shire wide Footpath Plan	• Implement Shire wide Footpath Plan
	• Complete Movement (walk, ride, drive and public transport) Network Studies for scheduled Outline Development Plans	• Complete Movement (walk, ride, drive and public transport) Network Studies for Kyneton and Romsey Outline Development Plans.	• Council adoption of Kyneton & Romsey Movement Network Studies by 30 June 2008.	• Complete Movement (walk, ride, drive and public transport) Network Studies for scheduled Outline Development Plans	• Complete Movement (walk, ride, drive and public transport) Network Studies for scheduled Outline Development Plans
	• Complete drainage studies for scheduled Outline Development Plans	• Complete review of Road Management Plan	• Council adoption of Road Management Plan by 30 September 2007.	• Complete drainage studies for scheduled Outline Development Plans	• Complete drainage studies for scheduled Outline Development Plans
	• Commence Physical Infrastructure Development Contribution Plan/s for the whole of the Shire	• Develop Physical Infrastructure Development Contribution Plan.	• Council adoption of Physical Infrastructure Development Contribution Plan by 31 March 2008.		
	• Review Road Safety Strategy 04-07				
	• Review Road Management Plan			• Review Road Management Plan	• Review Road Management Plan

Outcome 3.2 - Sustainable Asset Management (cont)
Ensure that asset management strategies for our built environment are sustainable and funding is reflective of our objective to reduce the asset renewal and maintenance gap whilst meeting current and future community needs

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Develop and implement whole of life maintenance requirements	• Develop Drainage Asset Management Plan	• Develop Open Space Asset Management Plan	• Council adoption of Open Space Asset Management Plan by 30 June 2008.	• Review Road Asset Management Plan	• Review Building Asset Management Plan
	• Review Building Asset Management Plan	• Review Drainage Asset Management Plan	• Council adoption of Drainage Asset Management Plan by 30 June 2008.	• Review Open Space Asset Management Plan	
		• Shire-wide data collection of physical and condition information of drainage network	• Completion of shire-wide collection by 30 June 2008.	• Commence implementation of Advanced STEP Improvement Plan	
	• Reduce maintenance funding gap	• Reduce asset renewal funding gap by increasing funding and/or disposal of assets	• Report to Council for Budget consideration of renewal gap funding by 31 March 2008.	• Reduce maintenance funding gap	• Reduce maintenance funding gap
Improve provision and upgrade Public Conveniences	• Improve condition of public conveniences at Gisborne, Kyneton, Lancefield, Malmsbury, Riddells Creek & Woodend	• Improve condition of public conveniences at Macedon, Lancefield, Malmsbury, Riddells Creek & Woodend	• Completion of improvement works by 30 June 2008.	• Improve condition of public conveniences at Kyneton, Macedon, Newham and Romsey	

Outcome 3.3 - Effective and sustainable maintenance of assets and open space
Ensure that our infrastructure assets are maintained in a manner that is sustainable whilst minimising risk and our open space is presented in a safe condition that encourages participation

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Implement Asset Renewal Programs	• Implement Capital Works Road Program	• Implement Building Works Program	• 100% of Program works completed.	• Implement Capital Works Road Program	• Implement Capital Works Road Program
	• Implement Building Works Program	• Implement Capital Works Road Program	• 100% of Program works completed.	• Implement Building Works Program	• Implement Building Works Program
	• Implement Capital Works Drainage Program	• Implement Capital Works Drainage Program	• 100% of Program completed.	• Implement Capital Works Drainage Program	• Implement Capital Works Drainage Program
	• Implement Capital Works Open Space Program	• Implement Capital Works Open Space Program	• 100% of Program works completed.	• Implement Capital Works Open Space Program	• Implement Capital Works Open Space Program
Implement Reactive and Programmed Maintenance Programs	• Deliver Road Maintenance Program	• Deliver Road Maintenance Program	• Program completed within available budget and maintenance standards	• Deliver Road Maintenance Program	• Deliver Road Maintenance Program
	• Deliver Building Maintenance Program	• Deliver building Maintenance Program	• Program completed within available budget and maintenance standards.	• Deliver Building Maintenance Program	• Deliver Building Maintenance Program

Outcome 3.3 - Effective and sustainable maintenance of assets and open space (cont)
Ensure that our infrastructure assets are maintained in a manner that is sustainable whilst minimising risk and our open space is presented in a safe condition that encourages participation

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
	• Deliver Drainage Maintenance Program	• Deliver Drainage Maintenance Program	• Program completed within available budget and maintenance standards	• Deliver Drainage Maintenance Program	• Deliver Drainage Maintenance Program
	• Deliver Open Space Maintenance Program	• Deliver Open Space Maintenance Program	• Program completed within available budget and maintenance standards	• Deliver Open Space Maintenance Program	• Deliver Open Space Maintenance Program

3   Sustainable Environment and Infrastructure

Outcome 3.4 - Infrastructure that Meets Community Needs
Ensure infrastructure Planning and Major Project delivery is co-ordinated and driven by clear strategic planning and sustainable funding.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Deliver Major Projects in a timely manner and within budget	• Commence Romsey Hub project • Commence Woodend Hub project • Commence Kyneton Mechanics Institute redevelopment • Refurbishment of Gisborne Office • Development of Kyneton Office • Commence Depot development • Implement Council's Adopted 2006/07 Capital Works Program	• Continuation of Romsey Hub project • Completion of Kyneton Mechanics Institute redevelopment • Commence the Kyneton Sports and Aquatic Centre • Completion of Kyneton Office redevelopment • Completion of Council Depot development	• Project 80% complete by 30 June 2008 • Project complete by 31 December 2007 • Complete planning stage of project by 30 June 2008 • Project complete by 31 December 2007 • Project complete by 30 June 2008	• Completion of Romsey Hub project • Kyneton Mechanics Institute fully operational as per Operational Management Plan • Implement Council's Adopted 2008/09 Capital Works Program	• Implement Council's Adopted 2009/10 Capital Works Program

Outcome 3.4 - Infrastructure that Meets Community Needs (cont)
Ensure infrastructure Planning and Major Project delivery is co-ordinated and driven by clear strategic planning and sustainable funding.

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Ensure appropriate standards are maintained for developments	• Assess infrastructure planning for developments	• Review the Infrastructure guidelines for Developments in Macedon Ranges Shire to ensure compliance to changes with legislation.	• Report on Guidelines presented to Council by 30 June 2008.	• Assess infrastructure planning for developments	• Assess infrastructure planning for developments
Ensure Council's Public Assets are protected	• Commence Development of Asset Protection Policy	• Review and amend Asset Protection Policy	• Report on Policy to Council by 30 June 2008l	• Delivery of Asset Protection Policy	• Delivery of Asset Protection Policy

4   Responsible Governance

Outcome 4.1 – Democratic Goverance
Promoting representative democracy that ensures Council conducts its affairs openly with integrity, is accountable and reflective of best practice governance and management

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Ensure compliance with the Local Government Act and other relevant legislation	• Develop Governance Framework which links legislative requirements of Council • Complete a review of Council's Delegations prior to November 2006 • Review Councillor Code of Conduct	• Review and amend Local Law relating to the conduct of Council meetings	• Council adoption of amended Local Law by 31 October 2007.		• Review Councillor Code of Conduct
Ensure accountable, transparent and honest decision making	• Promote Council Meetings and ensure that all information regarding Council Agenda and Minutes are available to the public in a timely manner	• Promote Council outcomes and ensure that all information regarding Council meetings is available to the public in a timely manner	• Community Updates; 95% of Council Minutes accessible within 3 working days; 95% of Council Agendas accessible 2 days prior to Council Meeting.	• Promote Council Meetings and ensure that all information regarding Council Agenda and Minutes are available to the public in a timely manner	• Promote Council Meetings and ensure that all information regarding Council Agenda and Minutes are available to the public in a timely manner

Outcome 4.1 – Democratic Goverance (cont)
Promoting representative democracy that ensures Council conducts its affairs openly with integrity, is accountable and reflective of best practice governance and management

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Actively engage with the community through effective communication	• Conduct Community Forums and Information Sessions in each Ward • Continually develop and monitor the content of Council's Internet Site	• Review and further develop the content of Council's internet site. • Establish a mechanism for monitoring effectiveness of the internet site. • Conduct Ward Meetings in each Ward	• Audit of Internet site by 31 March 2008. • Completion by 30 September 2007. • 10 meetings being held.	• Conduct Community Forums and Information Sessions in each Ward • Continually develop and monitor the content of Council's Internet Site •	• Conduct Community Forums and Information Sessions in each Ward • Continually develop and monitor the content of Council's Internet Site •
Increase community awareness and involvement in our governance	• Improve community engagement in meetings, planning and activities including participation of youth	• Sponsor participation in VLGA Sustainability Victoria Leadership Program	• 15 Participants	• Improve community engagement in meetings, planning and activities including participation of youth	• Improved community engagement in meetings, planning and activities including participation of youth
	• Continue to advocate and work with state and federal representatives on issues of local importance	• Improve community engagement in meetings, planning and activities including participation of youth.	• 150 attending Ward meetings	• Continue to advocate and work with state and federal representatives on issues of local importance	• Continue to advocate and work with state and federal representatives on issues of local importance

Outcome 4.1 – Democratic Goverance (cont)
Promoting representative democracy that ensures Council conducts its affairs openly with integrity, is accountable and reflective of best practice governance and management

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Continually reinforce the Council's commitment to the value of democratically elected local government through strong representation on issues of local importance	• Advocate for state government funding to keep pace with inflation	• Develop strategy to raise citizen awareness of the 2008 Council Elections • Continue to advocate and work with state and federal representatives on issues of local importance including Gaming Industry Reform, Cost Shifting and Enhanced Service Provision	• Complete by 30 June 2008. • Report advocacy efforts through each quarterly report.	• • Advocate for state government funding to keep pace with inflation	• • Advocate for state government funding to keep pace with inflation
Provide Best Practice Customer Service delivery to our community and across the organisation	• Plan for and implement the customer service model for the new office accommodation	• Develop and implement Customer Service Model in consultation with all stakeholders	• Report to Council by 31 March 2008.		

4   Responsible Governance

Outcome 4.2 – Excellence in Service Provision, Operational Efficiency and Management Practice
Promoting an organisational culture that recognises and supports the organisation's stated values of care, honesty, openness and respect in all decision-making and management practice

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Pursue a Best Practice approach to Human Resource Management which is aligned to corporate values	• Continuously review and maintain the currency of all HR policies and procedures	• Review and maintain the currency of all Human Resource policies and procedures	• 6 Policies reviewed and updated	• Continuously review and maintain the currency of all HR policies and procedures	• Continuously review and maintain the currency of all HR policies and procedures
	• Build on the outcomes of the Leadership Development Program to further improve performance management and employee relations	• Provide introductory Leadership Development Programs for new supervisory and management staff	• 100% of new supervisory and management staff completed program.		
	• Review and update the focus and content of the Corporate Training Program to ensure it remains aligned to corporate values, goals and strategies	• Provide advanced Leadership Development Program for all supervisory and management staff.	• 100% of all supervisory and management staff completed program	• Review and update the focus and content of the Corporate Training Program to ensure it remains aligned to corporate values, goals and strategies	• Review and update the focus and content of the Corporate Training Program to ensure it remains aligned to corporate values, goals and strategies

Outcome 4.2 – Excellence in Service Provision, Operational Efficiency and Management Practice (cont).
Promoting an organisational culture that recognises and supports the organisation's stated values of care, honesty, openness and respect in all decision-making and management practice

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Resource and support the organisation to identify risks and to develop and implement appropriate actions and responses	• Progress the implementation of the OHS Management System throughout the organisation	• Establish external audit regime	• 100% of milestones achieved		
	• Further develop and implement an internal audit process which comprises the establishment, monitoring and reviewing of relevant KPI's for each department	• Finalise the implementation of the OHS Management System throughout the organisation.	• 100% of milestones achieved.	• Review the operation of the internal audit regime	
	• Develop an organisation wide approach to enable the provision of suitable alternative employment for injured employees	• Implement Internal Audit regime	• 100% of milestones achieved.		
	• Establish and implement the corporate risk register and monitor and respond to high risk activities	• Implement risk assessment procedures at the service unit level to identify, record and monitor risks	• 100% of Service Units undertaking Risk Assessments.		
	• Develop procedures and schedules for each department and assist staff to complete risk assessments			• Review the procedures and schedules and actions taken to minimise risk exposure	

Outcome 4.2 – Excellence in Service Provision, Operational Efficiency and Management Practice (cont).
Promoting an organisational culture that recognises and supports the organisation's stated values of care, honesty, openness and respect in all decision-making and management practice

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Improve the way in which we plan, manage and deliver services	• Commence the implementation of the Australian Business Excellence Framework (BizEx Program) to facilitate the planning, defining, shaping and documenting of departmental business practices and processes to identify and achieve continuous improvement	• Analyse and report on results of the Department of Communities Constituent Satisfaction Survey	• Report to Council by 30 June 2008.	• Continue the implementation of the Australian Business Excellence Framework (BizEx Program) to facilitate the planning defining, shaping and documenting of departmental business practices and processes to identify and achieve continuous improvement	
	• Collaborate with the Finance Department to support the effective use of Interplan in order to enable Best Practice and BizEx outcomes to be captured, monitored and reported	• Progress the implementation of the Australian Business Excellence Framework (BizEx Program) to identify and achieve continuous Improvement in service delivery.	• 100% of milestones achieved	• In conjunction with the Finance Department, support the effective use of Interplan in order to enable Best Practice and BizEx outcomes to be captured, monitored and reported	
	• Analyse and report on results of the Department of Victorian Communities Constituent Satisfaction Survey	• Support the effective use of Interplan software across the organisation in order to enable best practice and BizEx outcomes to be captured, monitored and reported.	• 100% of departments using interplan to meet BizEx reporting requirements.	• Analyse and report on results of the Department of Victorian Communities Constituent Satisfaction Survey	• Analyse and report on results of the Department of Victorian Communities Constituent Satisfaction Survey

4   Responsible Governance

Outcome 4.3 - Responsible Financial Stewardship
Ensure our financial management practices comply with legislative requirements and standards and to the extent that the rate revenue system is imposed upon local government, Council will provide a transparent revenue raising system

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Increase the transparency of financial management	• Introduce reporting of a range of financial indicators as part of Quarterly Business Review and Annual Report	• Establish reporting on allocation of rates income to each council service	• Rating income reported against each Council service as part of quarterly reporting.		
Achieve Best Practice Financial Management	• Ensure compliance to financial best practice and accounting standards	• Ensure compliance to financial best practice and accounting standards	• Report to Council by 30 November 2007 regarding successful financial audit.	• Ensure compliance to financial best practice and accounting standards	• Ensure compliance to financial best practice and accounting standards
	• Review and report on Strategic Resource Plan	• Review and report on Strategic Resource Plan.	• Strategic Resource Plan adopted by Council by 30 June 2008.	• Review and report on Strategic Resource Plan	• Review and report on Strategic Resource Plan
Provide a transparent Rating System	• Conduct 2008 General Valuation	• Conduct 2008 General Valuation	• 100% of milestones achieved.	• Conduct 2010 General Valuation	• Conduct 2010 General Valuation
	• Review Rating principles that underpin the Strategic Resource Plan			• Review Rating principles that underpin the Strategic Resource Plan	• Review Rating principles that underpin the Strategic Resource Plan

Outcome 4.3 - Responsible Financial Stewardship (cont).
Ensure our financial management practices comply with legislative requirements and standards and provide a transparent, fair and equitable revenue raising system

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Protect and manage Council owned property	• Maintain registers of Council owned property assets, titles and leases	• Establish central register of Council owned property assets, titles and leases.	• 100% of milestones achieved.	• Maintain registers of Council owned property assets, titles and leases	• Maintain registers of Council owned property assets, titles and leases
	• Review the strategic importance of Council owned assets	• Review the strategic importance of Council owned property assets and make recommendations to Council	• 10% of Council owned property assets reviewed.	• Review the strategic importance of Council owned assets	• Review the strategic importance of Council owned assets

Outcome 4.4 - Effective and Responsive Organisational Support
Plan for and deliver corporate information and communications that are responsive to the organisation's needs

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Provide a strategic approach to Information and Communication development and delivery	• Implement Information and Communications Strategic Plan 2005-2007	• Develop Information and Communications Strategic Plan 2007-09	• 100% of milestones complete		
	• Implement Information Technology Disaster Strategy	• Commence review and further develop Information Technology Disaster Strategy	• 100% of milestones complete.		
	• Implement Information Technology Security Policy	• Review and further develop Acceptance Use Policy, Remote Access and Security Policy.	• 100% milestones complete.		
	• Research and recommend suitable telecommunication carriage services and telephone system				

Outcome 4.4 - Effective and Responsive Organisational Support (cont).
Plan for and deliver corporate information and communications that are responsive to the organisation's needs

Strategies	Actions 06/07	Actions 07/08	Target 07/08	Actions 08/09	Actions 09/10
Provide staff with the hardware, software and licensing required to carry out their duties	• Implement annual personal computer and server replacement program	• Undertake annual personal computer and server replacement program.	• 100% of programmed PCs and servers replaced.	• Implement annual personal computer and server replacement program	• Implement annual personal computer and server replacement program
	• Consult with stakeholders to develop business cases for software upgrades	• Develop IT Business Case Framework	• Framework developed by 31March 2008.	• Consult with stakeholders to develop business cases for software upgrades	• Consult with stakeholders to develop business cases for software upgrades
Enhance cross organisational data integrity and security.	• Ensure appropriate access to data via proper allocation of user rights including Accounts and passwords	• Review current protocols for allocation of user rights including accounts and passwords	• 100% of milestones complete.		

Strategic Resource Plan 2006 - 2010

Preamble

Last year's Strategic Resource Plan (2006) was a summary of principles, factors and assumptions and therefore the challenge in preparing our new Strategic Resource Plan (2007) is:-

- To recognize and accept that our community's demands and expectations exceed the supply of our available resources.

- To develop robust strategies that:-

    o Reduce the gap between Vision and Organisational Capacity.
    o Advance Council towards its Vision AND promotes the Sustainability framework of Development, Community Well Being, Environment, Infrastructure and Responsible Governance.

The Strategic Resource Plan is reviewed on annual basis. The challenge in the future will be:-

- To undertake robust analysis of data and trends and the impact of different scenarios to inform our planning and decision making.

- To collectively undertake a high level review of our other existing Strategic Plans to ensure that the actions within those Strategic Plans are combined and prioritized within the future Strategic Resource Plans so that future Plans capture the proper purpose of "strategy" (that is, when and how, long term goals and outcomes will be achieved).

Adopted on 27 June 2007
by Macedon Ranges Shire Council

Strategic Resource Plan 2006 - 2010

1.   Introduction

The Strategic Resource Plan is part of the Council Plan. It is that part of the Council Plan that describes the resources and long term strategies that Council needs to achieve its Vision, Goals and Outcomes that are defined in the Council Plan. (Please note, Goals and Outcomes are defined as Strategic Objectives in the Local Government Act).

The purpose of the Strategic Resource Plan is to establish and ensure the long term financial sustainability of the Council and to ensure the financial viability of the Council to fund and deliver the services, programs and projects contained in the Council Plan.

Council articulates its long term financial direction, principles and assumptions through its Strategic Resource Plan and it becomes the Executive's and Management's guide whilst they progressively assemble the draft budget each year for Council's consideration.

2.   Vision 2025

Council's Vision is to provide leadership in this inspired region by providing the opportunity for all to live a fulfilling life, whilst protecting our heritage, environment and sense of community through our shared commitment to a sustainable Macedon Ranges.

3.   Council Plan

Each newly elected Council develops a Council Plan for its term of office. The Council Plan establishes the Council's Mission, that is, what the Council will do to achieve its Vision. It also defines the four Goals of Community Well Being, Sustainable Development, Sustainable Environment and Infrastructure and Responsible Governance and identifies the Outcomes it wants for those Goals. The Council Plan identifies the Strategies on how to achieve the Outcomes and on an annual basis it specifies the Actions that will be taken.

The Council Plan also includes, as a support plan, the Strategic Resource Plan.

4.   Other Strategic Plans

Council has a number of broad Strategic Plans and a substantial number of specific Strategic Plans. Some of these broad Strategic Plans are in response to legislative responsibilities such as the land-use Planning Scheme, Municipal Strategic Statement, Health and Well Being Plan, Asset Management Strategy and Environment Strategy. Two examples of specific strategic plans are the Aquatic Strategy and Bicycle Strategy.

5.   Budget

Each year, the Council Plan, Strategic Resource Plan and Council's other Strategic Plans drive the preparation of the Annual Budget. The Budget is a comprehensive description and estimate of the revenue, expenditure and resources that will be required to deliver Council's projects, services and facilities to its community in order to achieve the Outcomes specified in the Council Plan.

Long term planning	**Vision 2025**		
Medium term planning & sustainability	**Council Plan**	⇨	**Objectives** **Strategies** **Indicators** **Resources**
Short term planning	**Budget**	⇨	**Financial statements** **Activities/Initiatives** **Key Priority Projects** **Capital Works** **Rates & Charges**
Accountability	**Annual Report**	⇨	**Audited Statements** **Financial Statements** **Performance Statement**
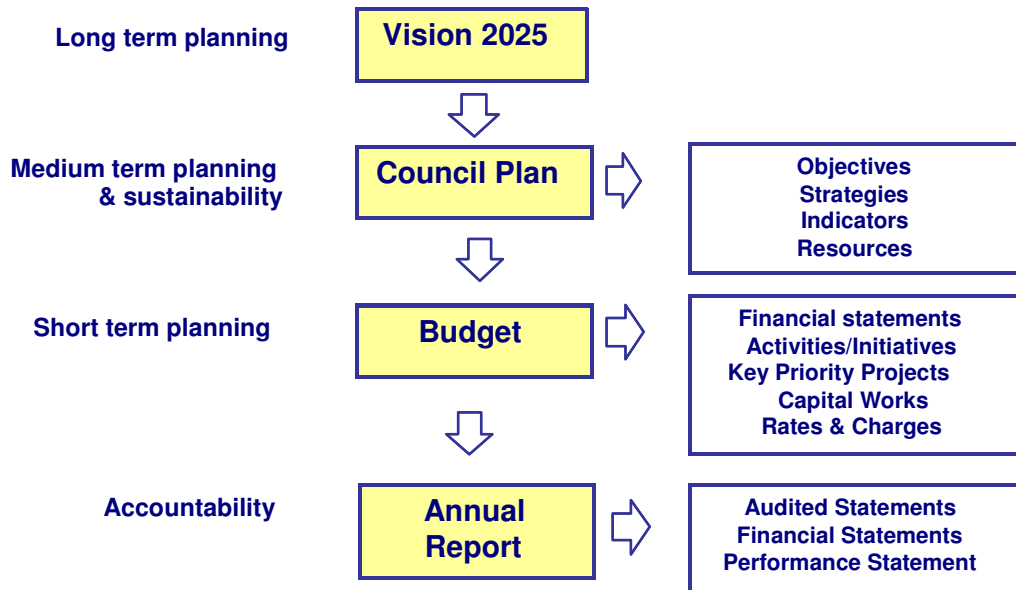
6.   Community Consultation

The Council has made a commitment to consult with its Community on a regular basis and discuss the extent to which it has achieved, or failed to achieve, it's Goals and Outcomes. This consultation involves a variety of public meetings throughout the Shire and the ongoing nature of this feedback provides useful information for the preparation of the next Council Plan and Budget.

Each quarter Council provides its Quarterly Report. The Quarterly Report is our Progress Report and provides commentary on our:-

- Achievement of the Council Plan Actions.
- Progress with the Capital Works Program
- Income & Expenditure comparison between budget & actual
- Financial Statements, and
- Customer Service Requests.

7.   Commitment

Extract from Council Plan: Council is committed to an outcome of Responsible Financial Stewardship and will do so by ensuring our financial practices comply with legislative requirements and standards. To the extent that our rate revenue raising system is imposed upon local government, Council will provide a transparent revenue raising system.

8.   Challenges

Whilst aiming to achieve its Goals and Outcomes defined in its Council Plan, Council faces a number of challenges including:-

8.1   The recognition that the achievement of Goals and Outcomes must allow for the Organisational capacity to deliver them in an environment of limited financial resources and the availability of appropriately skilled Staff.

8.2   The need to clarify Council's "core business" (that is, the services that we provide to our community) in the context of resource constraints and Organisational capacity.

8.3   Changing demographics and an aging population resulting in a changing demand for existing Council services and changing Community expectation to enhance existing services. The demand is growing at a rate which exceeds the available supply of resources

8.4   Diverse township and rural environments creating diverse wants and needs requiring flexible strategies to deal with them.

8.5   Increased need for funding to be allocated to capital renewal because of aging infrastructure, increased usage and historical under funding over a long term.

8.6   A revenue base that reflects primarily rural and residential land use rate revenue and to a much lesser extent commercial and industrial land use rate revenue whilst predominantly Council is required to provide a variety of complex (non-property based) services for a growing population.

8.7   The need to develop a HR Strategy that links the Council's Goals and Outcomes with the appropriate number of skilled and experienced Staff to deliver them. At the same time, dealing with the difficulty and in some cases inability to attract and retain experienced and skilled Staff in some areas of expertise combined with the inability to develop career paths and opportunities to assist HR succession planning due to restrictive legislative requirements.

8.8   Rapidly changing communications and technological environment.

8.9   Increasing government regulation and case law placing demands on Council particularly in public risk, public liability, health and safety, planning, building, asset management and environmental management.

8.10   Cost shifting from Federal and State Governments to provide government services without a corresponding real increase in funding.

8.11   Dealing with the ongoing financial burden, caused by the withdrawal of federal or state government funding, for long term programs that had originally received government funding at their start-up and infancy.

9. Demand and Predictions for Service Enhancements Likely to Impact on the Supply of Resources

The following is a brief summary of Service Enhancement Expectations that are likely to requiring additional resources over the duration of this Strategic Resource Plan

9.1 Chief Executive Section

Increased cost of training our staff both in direct costs and indirect costs associated with time off the job for training.

There will be increased cost of insurance premiums and increased cost of effective intervention, strategies and monitoring in the area of public liability and OHS.

Following on from increased monitoring and risk identification will come increased cost of remedy and improved or changes to intervention levels until we have achieved a significant improvement in the condition of our assets.

Labour costs are likely on all forecasts to rise due to the low unemployment rate and as we endeavour to attract new staff we will face increased cost and competition. There will be a reluctance to see trade-offs from efficiency gains.

There will be increased community participation and engagement will increase our costs accordingly.

There will be increased costs associated with Councillors and their remuneration.

9.2 Sustainable Development Directorate

The structure of this Directorate has been reviewed and these changes will come into place in the 2007/08 year. The Directorate has replaced one management position with additional resources in the Economic Development Department to improve this Directorate's capacity to deliver on ground support to local businesses, facilitate investment and preserve the amenity of the Shire. Relocation to Gisborne with the Sustainable Environment and Infrastructure Directorate will assist a number of projects and processes to be handled more efficiently in coming years.

In the Economic Development area major improvements are likely to be required to the Saleyards and Kyneton Caravan Park. The Tourism Unit continues to develop local branding and product recognition in conjunction with Tourism Macedon Ranges. The challenge in this area is to continue to increase the area's capture of the domestic and international tourist market.

Planning has been under the spotlight for many years now and improvements over the last two years in terms of processes and staff levels are expected to deliver visible results by the end of the 2007/08 financial year. Access to information on proposals, negotiated outcomes, streamlined planning scheme controls and consistency in processes will require additional time and resources to meet customer expectations.

Through the restructure, the Environmental Health and Building functions will align more closely with the Planning activity, recognising the links between these activities and providing customers with a central point of contact for these works. The Environmental Health Unit faces increased workload with the expansion of the immunisation program to local schools and the implementation of the Domestic Wastewater Management plan. These programs are likely to continue to develop in coming years.

The Strategic Planning program remains heavy with development of clear future plans for the major townships and rural areas requiring substantial work. This work has been under development for the last three years and will take several more to all be incorporated. There is also a need to advance many of the projects identified through the Small Towns Project and complete the incorporation of heritage controls into the planning scheme.

9.3   Sustainable Environment and Infrastructure Directorate

We are developing in area even though we do have land-use planning strategies that set parameters around the containment of growth in particular areas. With roads and drainage the change to the network from subdivisions is so small that over five years the change is not really significant. Parks maintenance is however the opposite. We are picking up two to three percent more area per year for maintenance. In addition we have a stronger focus on receiving parks that have been landscaped so there's a greater horticultural component to that maintenance. Further exacerbating this is the $200,000 that we are expending on streetscape projects. We need to build into our strategic resources plan and budget an automatic increment (on a regular basis) to cover the growth in operations. An increasing budget of the growth percentage will give us a chance to contract the extra work until it reaches the point where we can afford additional internal resources.

Council has embraced the need to respond to customers. The infra active system provides a structure for formal investigation and response. The growth in customer demand and formal investigation has far outstripped our resources to respond. This has resulted in the infrastructure planning and development department being almost completely a reactive department. This has then resulted in poor traffic and parking planning and a very low ranking through the STEP asset management program. This needs to be addressed within the next five years.

9.4   Community Well Being Directorate

Operational cost of Romsey Hub coming on stream; including expansion of library to full time in 2008/09. The impact of our new bottom up community planning role. Council will need to consider whether it wishes to direct funds previously distributed through the Community Funding Scheme to assist community implementation of its plans (similar to a couple of other councils) or whether it would prefer to consider a discreet operational budget line for this area. Demand for this will start slowly, but may well grow as more towns become engaged.

The impact on operational demands of the drought response and recovery process and risk of bushfire, as well as direct costs in time and resources, has potential to impact financially all our operational areas, however, it is difficult to estimate exact impact at this stage.

Rapidly increasing aged population placing operational demand on aged and disability services. The ageing of the population the increase in active consumerism - meaning clients have very specific needs and demands and expect these to be catered to - its often called the ageing effect of the baby boomers (we also see this in children's services).
The costs of volunteering increasingly put the option of grasp of those on tight budgets (associated with the ageing population especially).
Available workforce decreasing especially in relation to senior roles as people age out of positions and choose to downsize as they age.

Kyneton pool operational by 2010/11 will create substantial additional operating expenses in excess of income. Impact of drought on sports grounds and need to progressively irrigate ovals
Increasing expectations of standards for recreation and sport, decreasing volunteerism, increasing population, increasing risk and OH&S management issues -all impacting upon Council's operational capacity to plan and manage these in recreation and particularly in the area of open space planning.

Population growth AND aging infrastructure requiring new or renewed infrastructure with resultant operational costs especially in Kinder and Maternal Child Health services, where infrastructure is urgently required to be upgraded to meet demand. Especially in Kyneton and Riddells Creek which are already at capacity and demand increasing.
Additionally we would expect a steady stream of applications for pokie machines to continue. Based on experience of expense in the past there probably should be a budget specifically allocated.

9.5 Governance Directorate

It is expected that the existing requirements for accountability in the area of Good Corporate Governance, Fraud and Corruption Control, Corporate Social Responsibility, Whistleblower Protection and Robust Internal Control, will continue to be enhanced in the foreseeable future. An internal audit focuses on operations and, in particular the procedures and controls in place to minimise Council's exposure to risk. The internal audit process will review and test the existence and effectiveness of internal policies, procedures and controls in all areas of activities.

Improving our IT and Communications capacity and capability has been recognised and agreed to. This will be implemented over the next 4 months. Asset Management is another area that will require considerable IT resources in the coming years, Mobile Computing will also provide benefits to many other areas of Council and we need to be mindful of the operational efficiencies that could generated for our field staff.

The planned change from Recfind to a fully integrated Electronic Document Management System and Customer Relations Management System will also require resourcing over the next 2 – 5 years. All Staff will need to be involved with this and to receive training if we are to capture corporate records appropriately and meet our statutory requirements.

Increasing Infrastructure throughout the Council invariably increases the need for IT resources. The new Swimming Pool, upgraded Maternal & Child Care Facilities and Kindergartens will all lead to an increase in their IT requirements. Changes in Technology also mean that IT is better able to remotely support these areas.

The nature of the Finance Department is that it services the internal requirements of the organization. Any change in terms of growth to Council services will result in pressures being exerted on the ability of the Finance Department to provide adequate support to existing, expanded and new services.

With the increased use of corporate overheads, the full cost of expanding services will be clearer for the decision making process and if the proposed change approved will allow for an expansion in the Finance Department so that it can continue to provide an appropriate level of support.

In terms of the Rates Team, the most obvious pressure is the increase in ratable properties. With a growth factor of approximately 2% per annum this may need to be reflected in an increase in staffing resources which have remained unchanged for many years.

It is predicted that there will not be a significant change in demand in the Property and Valuations areas of responsibility.

10. Purpose of Strategic Resource Plan

10.1 The Strategic Resource Plan is that part of the Council Plan that describes the resources and long term strategies that Council needs to achieve its Vision, Goals and Outcomes that are defined in the Council Plan. (Please note, Goals and Outcomes are defined as Strategic Objectives in the Local Government Act).

The purpose of the Strategic Resource Plan is to establish and ensure the long term financial sustainability of the Council and to ensure the financial viability of the Council to fund and deliver the services, programs and projects contained in the Council Plan.

Council articulates its long term financial direction, principles and assumptions through its Strategic Resource Plan and it becomes the Executive's and Management's guide whilst they progressively assemble the draft budget each year for Council's consideration.

10.2 This purpose is further described in the following points:

10.2.1 To assist Council to prepare and adopt its Annual Budget by the establishment of a financial framework over a four-year period combining and integrating a combination of financial resource strategies (refer diagram on the following page) to achieve the Council's planned Goals and Outcomes.
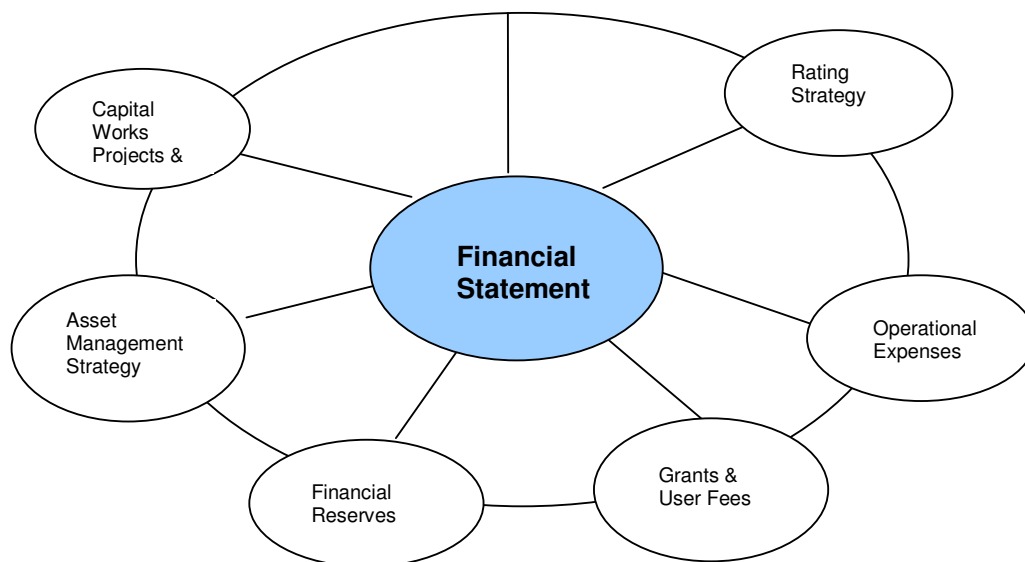
10.2.2   To provide a description and assessment of the financial resources and non-financial resources required to achieve those Goals and Outcomes (Non-financial resources include Staff, Equipment, Technology and Assets).

10.2.3 To rigorously establish and develop key principles and assumptions and recognize that any significant deviation from these key principles and assumptions could result in under achieving or non-achievement of some of the planned Goals and Outcomes and accordingly budgeting and actual financial results must be considered in this light.

10.2.4 To assist Council to comply with the following principles of sound financial management:-

10.2.4.1.   Prudently manage the financial risks faced by Council having regard to the economic circumstances. (The financial risks relate to the management of assets, debt and liabilities and changes in the government grants).

10.2.4.2.   Develop and pursue Budgets that are consistent with affordable increases in the level of total rates income and a reasonable stability with the agreed rating structure.

10.2.4.3.   Ensure that decisions are made and actions are taken that have regard to long term financial sustainability and the impact on future generations.

10.2.4.4.   Ensure complete, accurate and timely disclosure of financial information.

10.2.4.5   Actively pursue new and long term sources of revenue.

11.   Objectives

11.1   Overall Objective

The overall objective of the Strategic Resource Plan is financial sustainability in the medium to long term. A "financially sustainable" Council can afford to continue its current services at their current level and standard, to its community without taxing its community at an unreasonable level, or having to call upon external agencies for extraordinary financial assistance.

In local government terms, responsible "financial stewardship" and financial sustainability is one and the same thing. In pursing Responsible Financial Stewardship Council will:-

➢ Increase the transparency of financial management by reporting an expanded range of key financial indicators

➢ Achieve best practice financial management based upon compliance Australian Accounting Standards.

➢ Provide a transparent Rating System that takes into consideration the needs of all sections of our community.

➢ Preserve and manage Council owned property.

11.2   Key Financial Objectives

The key financial objectives which underpin the Strategic Resource Plan are:-

11.2.1 To maintain and improve (where appropriate) current service levels and standards.

11.2.2. To achieve an affordable and prioritised capital works program which strikes an appropriate balance between the asset renewal needs whilst addressing and prioritizing the need for new assets.

11.2.3. To achieve an Operating Surplus (excluding abnormal items) *Note: the Operating Surplus is the surplus from operations as shown in the Income Statement.*

11.2.4 To prepare and deliver an annual Budget that includes a small surplus on a Rates determination basis (recurrent and capital income and expenditure).

12.   Strategies

The Strategies to achieve the objectives include:-

12.1   Advocating for resources and funding to enable Council to deliver the services that we provide to our community.

12.2   Developing partnerships and alliances that add to Council's capacity for service planning and delivery.

12.3   Implementing a continuous improvement framework to sustain service excellence (ABEF BizEx).

12.4   Developing and implementing long term Asset Management Plans.

12.5   Developing and implementing long term Financial Plans.

12.5   Developing Organisational Capability and Competency to deliver quality services and improved methods of service delivery.

12.6   Preparing budgets that are based upon affordable rate increases.

12.7   Maintaining debt levels that are below prudential guidelines.

12.8   Aiming to spend more on asset renewal and infrastructure maintenance until an appropriate balance is reached between "new" expenditure and "renewal" expenditure that is consistent with our level of depreciation.

12.9   Achieving a strong Working Capital Ratio (current assets compared to current liabilities).

12.10   Achieving an annual Operating Surplus (excluding abnormal items).

13.   Principles to support the Strategies

In order for Council to be successful, it is essential that Council's decision making is based on principles that support these strategies. This is, what Council will do to support its Vision and Mission and to achieve its Goals and Outcomes defined in the Council Plan:-

13.1   Financial Reserves
        Council shall continue to maintain Financial Reserve funds and will use these funds where appropriate as part of it's budget preparation.

13.2   Capital Works Program
        Capital expenditure shall be primarily focused on maintaining and renewing existing assets (and thereby services). Total expenditure for new capital projects and renewal capital projects shall be increased to an annual average of 20% of rate revenue over the period of this Strategic Resource Plan.

13.3   Asset Renewal.
Council recognises the need to manage the renewal of existing assets so that existing services can be retained in a sustainable manner.

13.4   Asset Management
Council recognises the need to have good information and management of its assets so that the long term liability and cost to the community is minimized.

13.5   Asset Maintenance.
Council will maintain its assets in a manner that maximises their life and usefulness to the community. Council recognises the need to allocate further funds to do so.

13.6   Debt Management

- Over the period of this Strategic Resource Plan, Council will maintain its debt to a level where annual debt servicing expenses (principal repayments & interest payments) are less than 6% of rate revenue and also maintain its debt to a level where the outstanding debt (principal only) is on average less than 50% of rate revenue. (Note: Rate Revenue does not include municipal, garbage, recycling or landfill recovery charges).
- Council shall review its loan portfolio as appropriate in terms of loan consolidation, debt retirement and interest rates.
- Council shall allocate any annual cash (rates determination) surplus to the debt retirement reserve.

13.7   Investments
Council's investments will be structured to maximise interest return and to allow for clear alignment of Financial Reserves and specific investments and Council will invest its funds in a range of approved investment options to maximise the interest earning potential whilst at the same time ensuring that exposure to risk is minimised.

13.8   Waste Management
- Council shall continue to levy the Landfill Recovery Charge (currently $30 per annum) until all capital works projects in relation to Waste Management are complete.
- Council shall continue to levy a separate Garbage & Recycling Charge to ensure transparency in relation to the total cost of providing this service. The Garbage & Recycling charge shall be based upon full cost recovery

13.9   Rates
Local Government rates are generally calculated as a residual after other sources of revenue have first been taken into account. Broadly, Council determines the total amount of revenue which it needs to raise from rates each year by deducting all other sources of revenue from its budgeted expenditure. In our case other sources of revenue are primarily fees, charges and grants.

Therefore rates are not a charge on the Ratepayers attributable to a collection of services that Council provides, but they are a general revenue measure that has no relationship to the cost of services or the Users of those services.

Council (indeed all local Councils) must use property values to allocate the total rate burden across the Ratepayers within the Shire. The amount which each Ratepayer pays in Council rates is calculated as a percentage of their property value.

It is the Budget process that determines the quantum of rate revenue, but it is Council's Rating Strategy that determines what rates will be levied on the different property categories.

Council shall structure its rates as follows:-

- General Rate
- Agricultural Rate – 80% of General Rate
- Commercial/Industrial Rate – 120% of General Rate*
- Recreational Land Rate – 3 Tier system
- Municipal Charge $130
- Rebate for Trust for Nature properties
- Not for profit housing organisations - 50% General Rate Rebate

* Council shall allocate the revenue raised from the 20% rate differential to capital works and/or asset renewal in commercial and industrial areas of the Shire. Due to the potential impact of property valuation changes, this % may change to ensure that the total rate revenue from commercial and industrial sectors is at least maintained at its current level (in real terms).

Further information is respect to these Principles can be found under Appendix One

14.   Non-Financial Resources

In addition to planning and managing its financial resources, the achievement of the Council Plan Goals and Outcomes is also dependent on the ability of the Council to effectively plan and manage its non-financial resources. The primary non-financial resources are its Staff and Assets.

14.1   Staff & Equipment.

The range of services undertaken by Council involves the abilities, efforts and competencies of 491 staff, of which 151 are full time, 142 are part time, 182 are casual and 16 are temporary. This is estimated to convert to the equivalent of 270 full time positions. The skill base of Council's workforce is diverse, with staff holding qualifications in such diverse areas of, aged care, pre schools, nursing, accounting, health care, planning, building, valuations and other fields such as information technology, environment and community services.

The Local Authorities Award and the Macedon Ranges Shire Council Enterprise Agreement 2005 (EBA) govern the employment of Council staff. These documents encourage multi-skilling, flexibility and effective application of staff capability. During the term of this Council Plan the EBA will be subject to renegotiation.

Any significant change in full time Staff numbers or the creation of new Staff positions must not occur unless there is a Council resolution to do so or as part of the adoption of the Budget.

The continuing tight economic conditions, and, in real terms, the diminishing financial support from the State and Federal governments, require the effective management of our Staff. Therefore when funding for projects or programs comes to an end, existing Staff should, wherever possible, be deployed into program positions suitable to their skills and training.

Council has a Staff training program that is focused on extending the skills of existing staff to improve operational efficiency, build Organisational capability and improve individual decision making and judgment.

Council has a potential future liability or benefit that is incalculable under the defined benefit superannuation scheme, to the Local Authorities Superannuation Fund. The defined benefits superannuation scheme is not within the control of Council, but local government and therefore this Council, is liable for any shortfall or alternatively entitled to any benefit estimated by the funds actuary.

Council's Budget is a Program based Budget and Council reallocates some internal charges to the relevant Program Area. The cost areas of Plant, Vehicles, Information Technology, Human Resource Management and General Office are reallocated to the relevant Program Area to accurately report on the total cost of providing each Program.

14.2   Assets.

The continuing tight economic conditions, and, in real terms, the diminishing financial support from the State and Commonwealth governments, require the effective management of our assets.

Many of the services delivered to our community depend on Assets developed and maintained by Council. Assets are defined according to 5 major categories:-

14.2.1   Infrastructure Assets includes roads, drains, bridges, footpaths, bike paths and storm water drainage. Council's asset management strategy includes the development of management plans for each infrastructure category that includes guaranteed service levels, replacement, appropriate rationalisation, and development of new infrastructure in line with not only community needs but also financial capability. As the infrastructure ages, there will be an increasing need for greater funding to replace and maintain the assets we currently have. This will need to be considered in the context of infrastructure growth generated by ongoing development.

14.2.2   Information technology assets includes computers, servers, switches, cables, routers and a variety of peripherals such as mobile phones, printers and copiers. Council relies heavily on its Information Technology environment; however, this environment is aging, non-standard and predominantly non-mobile. It is important that IT Applications and the IT environment are continually upgraded to ensure efficient work practices of staff who utilize the IT to carry out their work. A computer replacement program enables computers to be replaced on a triennial basis. Council needs to ensure that high priority is given to the allocation of resources for the upgrade and replacement of Servers and Applications.

14.2.3   Land and buildings assets are self explanatory. Council currently owns or manages 263 buildings and community facilities. It also owns or manages many more hundreds of pieces of land.

14.2.4   Plant and Equipment includes major items such as trucks, graders, rollers, mowers, backhoes and a host of minor plant, equipment and machinery. The Plant Replacement Program is self funding with a plant hire charge out to ensure that future replacement costs can be met.

14.2.5   Art assets include paintings, sculptures and other public art works.

15   Key Assumptions

Any forecast has to be based upon assumptions and the forecast Financial Statements are no exception. The following Key Assumptions are factored into the 4 Year Forecast Financial Statements which form part of this Strategic Resource Plan under section 16.

15.1   "Revenue" Assumptions

Total Rate Revenue:
Total Revenue from Rates has been factored in to increase at 7% per annum. However, it is estimated that 2% of this increase is due to the second year impact of supplementary valuations due to subdivisions and buildings.
(Note: In proposing the rate increases for the next 4 years it is imperative to take into consideration the impact of Employee Costs which have been factored at 5.5%)

Statutory Service Charges:

• The Municipal Charge has been retained at its current level ($130 per annum), however, the total revenue from this charge will increase by 2% per annum due to the increase in the number of rateable properties due to subdivisions and buildings.
• The costs of waste management are escalating rapidly due to government regulations and environment protection requirements and Council's overall waste management costs must be met by corresponding fees for services therefore total revenue from Garbage and Recycling Collection Charge has been factored in to increase at 10% per annum. However, 2% of this increase is due to the increase in rateable properties due to buildings.
• The Landfill Recovery Charge has been retained at its current level ($30 per annum), however, the total revenue from this charge will increase by 2% per annum due to the increase in the number of rateable properties due to subdivisions and buildings.

Statutory Fees:
Revenue from Statutory fees is based on historical trends, not CPI. The historical trends show that statutory fees have increased below CPI and therefore where necessary an increase of 2% per annum has been factored.

User Fees based on CPI and industry comparisons:
Council will levy its use User Fees based on the CPI and comparisons with relevant fees in the public and private sectors. Therefore where necessary an increase of 3% per annum has been factored.

Supplementary Valuations:
Newly created properties from subdivisions or newly constructed buildings attract supplementary valuations during the course of the year. Subsequently, supplementary rates are levied and these are predicted to raise $100,000 during the year in which they are levied for the first time.

Grants Commission
Grants Commission allocations are based on the overall size of the federal government grant to local government AND the formulae used by the State Government to allocate that to individual Councils. Therefore because of the uncertainty of these two factors, the Grants Commission allocation has not been adjusted for the purposes of this Strategic Resource Plan.

Recurrent Government funding:
Recurrent Government funding predictions is based on historical trends, not CPI. The historical trends show that recurrent government funding has increased below CPI and therefore where necessary an increase of 2% per annum has been factored.

Capital Grants:
The 5 year Capital Works Program identifies the possible income sources and amounts.

Net Proceeds from the Sale of surplus property:
Council is committed to an asset conversion program. Therefore $750,000 per annum has been factored in as net proceeds from the sale of surplus property. This source of revenue will be transferred to the Proceeds from the Sale of Surplus Property Reserve or the Public Open Space Reserve (for land that had been acquired under the Subdivisions Act) and from there it will be allocated to the creation of new assets and the renewal of existing assets.

Interest earned:
Total income from interest earned has been kept constant at the level equivalent to the amount of interest earned in 2005/06.

15.2 "Expenditure" Assumptions

Employee costs:
Council is predominantly a service industry and about half of its operational expenses are Staff Wages. Employee costs increase due to wages growth due to Enterprise Agreements and the Industrial Award. These have been factored to increase by 5.5% per year, being 4% due to Enterprise Agreement increments and 1.0% due to Industrial Award entitlements and 0.5% due to the cost of Staff training.

Materials & Contracts:
There are a variety of Consumer Price Indicators that are provided by the Australian Bureau of Statistics. As at 31 December 2006, the CPI "All Groups, Melbourne" for the previous 12 months was 2.9%. Therefore, wherever appropriate a CPI of 3.0% has been factored.

Interest Expenses:
Council pays interest on its loans and borrowings. The interest expenses have been factored based on schedule of loan repayments

Depreciation:
Depreciation is based on existing assets and projected 5 Year Capital Works Program. Refer to Capital Works schedules and Depreciation schedule.

Other Expenditure – Increased by 3% CPI each year
Estimated annual operational costs cost of Capital Works Projects are factored in for the first full year of operation (for example, Kyneton Indoor Pool).

Insurance premium costs:
Council's insurance costs are determined by its Insurers based upon an annual audit of Council's activities and the past 3 years insurance claim costs. These have been factored to increase based upon historical trends.

Work cover premium costs:
Work cover premium costs have been factored to increase based upon historical trends.

Maintenance of existing building assets:
Council will continue to allocate funds to routine building maintenance in response to needs identified in building condition audits and Council will ensure that sufficient funds are available for reactive maintenance.
Council will separately identify major items of maintenance and separately fund these outside the routine building maintenance.

Abnormal items.
Abnormal items have been excluded from the forecasts.

15.3   Summary of Key Assumptions

Revenue
Total Rate Revenue – 7% per annum

Statutory Service Charges
- Municipal Charge retained at current level of $130
- Garbage and Recycling collection Charge expected to increase by 8% per annum
- Landfill Recovery Charge retained at current level.

Total revenue from Statutory Service Charges is expected to increase by 2% per annum

Total Statutory Fees – 2% per annum

Total User Fees – 3% per annum

Total additional rate income in the year the Supplementary Valuation is returned - $100,000
{per annum}

Grants commission retained at current level

Recurrent government Funding – 2% per annum

Net Proceeds from the Sale of Surplus Property $750,000

Interest earned retained at current level

Expenditure
Employee Costs – 5.5% per annum
Materials and Contracts – 3% per annum
Interest Expenses based on schedule of loan repayments
Depreciation based upon value of known assets
Other Expenditure – 3% per annum
Insurance premium costs and Work cover premium costs are based on historical trends

Funding for the Maintenance of existing building assets will continue to increase however, the annual increase be subject to affordability and other budget constraints.

Strategic Resource Plan 2006 - 2010

16. Forecast Financial Statements

These Statements are based on the assumptions as shown under section 15.

16.1   Income Statement (formerly Statement of Financial Performance)

INCOME STATEMENT For period 2007/08 to 2011/12					
	2007/08 Prejected $'000	2008/09 Projected $'000	2009/10 Projected $'000	2010/11 Projected $'000	2011/12 Projected $'000
REVENUES					
Rates and Charges	(24,292)	(25,845)	(27,503)	(29,274)	(31,166)
Other User Charges	(5,457)	(5,621)	(5,789)	(6,968)	(9,232)
Interest	(620)	(620)	(620)	(620)	(620)
Grant Revenues	(9,607)	(14,376)	(9,868)	(9,807)	(9,555)
Other Revenue	(330)	(340)	(350)	(361)	(371)
TOTAL REVENUES	**(40,306)**	**(46,802)**	**(44,130)**	**(47,030)**	**(50,945)**
EXPENSES					
Employee Costs	16,784	17,707	18,681	20,208	21,320
Materials and Contracts	13,321	13,721	14,132	14,976	15,426
Interest	422	479	468	380	292
Depreciation	5,824	5,810	6,113	6,287	6,321
Other Expenditure	1,020	1,051	1,082	1,115	1,148
TOTAL EXPENSES	**37,371**	**38,768**	**40,476**	**42,966**	**44,507**
(INCREASE) / DECREASE IN NET ASSETS RESULTING FROM OPERATIONS	**(2,935)**	**(8,034)**	**(3,655)**	**(4,064)**	**(6,438)**

16.2   Balance Sheet (formerly Statement of Financial Position)

BALANCE SHEET				
For period 2007/08 to 2011/12				
2007/08 Projected $'000	2008/09 Projected $'000	2009/10 Projected $'000	2010/11 Projected $'000	2011/12 Projected $'000
CURRENT ASSETS				
Cash	11,085	12,402	14,862	18,383	25,253
Receivables	3,166	3,344	3,536	3,743	3,966
Other Current Assets	165	169	174	180	185
TOTAL CURRENT ASSETS	**14,416**	**15,915**	**18,572**	**22,306**	**29,404**
NON-CURRENT ASSETS				
Other Financial Assets	1,718	1,718	1,718	1,718	1,718
Investment Properties	4,294	4,294	4,294	4,294	4,294
Non-Current Assets	296,659	311,423	314,076	317,142	322,409
TOTAL NON-CURRENT ASSETS	**302,671**	**317,435**	**320,088**	**323,154**	**328,421**
TOTAL ASSETS	**317,087**	**333,350**	**338,660**	**345,460**	**357,825**
CURRENT LIABILITIES				
Payables	2,566	2,715	2,779	2,852	2,927
Employee Benefits	2,539	2,679	2,826	2,981	3,145
Provisions	1,156	1,156	1,156	1,156	1,156
Interest Bearing Liabilities	1,225	1,414	1,324	1,412	1,165
Other Current Liabilities	1,644	1,754	1,872	2,000	2,138
TOTAL CURRENT LIABILITIES	**9,130**	**9,718**	**9,957**	**10,401**	**10,531**
NON-CURRENT LIABILITIES				
Employee Benefits	515	543	573	604	637
Provisions	3,921	3,921	3,921	3,921	3,921
Interest Bearing Liabilities	6,048	6,835	5,511	4,098	2,934
TOTAL NON-CURRENT LIABILITIES	**10,484**	**11,299**	**10,005**	**8,623**	**7,492**
TOTAL LIABILITIES	**19,614**	**21,017**	**19,962**	**19,024**	**18,023**
NET ASSETS	**297,473**	**312,333**	**318,698**	**326,436**	**339,802**
EQUITY				
Accumulated Reserve and Reserves	297,473	312,333	318,698	326,436	339,802
TOTAL EQUITY	**297,473**	**312,333**	**318,698**	**326,436**	**339,802**

16.3 Cash Flow Statement

STANDARD CASH FLOW STATEMENT For period 2007/08 to 2011/12					
	2007/08 Projected $'000	2008/09 Projected $'000	2009/10 Projected $'000	2010/11 Projected $'000	2011/12 Projected $'000
Cash Flows from Operating Activities					
Receipts					
General Rates & Charges	24,195	25,724	27,370	29,128	31,004
Government Grants Received	9,607	14,376	9,868	9,807	9,155
Other User Charges	5,417	5,572	5,738	6,916	9,178
Interest Received	620	620	620	620	620
Other Receipts	330	340	350	361	371
Total Receipts	**40,169**	**46,632**	**43,946**	**46,832**	**50,328**
Payments					
Payments to Suppliers	(13,276)	(13,672)	(14,081)	(14,924)	(15,372)
Payments to Employees	(16,639)	(17,539)	(18,504)	(20,021)	(21,123)
Interest Paid	(435)	(418)	(497)	(404)	(317)
Other Payments	(1,020)	(1,051)	(1,082)	(1,115)	(1,148)
Total Payments	**(31,370)**	**(32,680)**	**(34,164)**	**(36,464)**	**(37,960)**
Net Cash Flows from					
Operating Activities	**8,799**	**13,952**	**9,782**	**10,368**	**12,368**
Cash Flows from Investing Activities					
Payments for:					
Capital Works	(9,587)	(15,415)	(9,795)	(9,455)	(11,588)
Proceeds from:					
Sale of Property, Plant & Equipment	2,398	254	1,030	100	250
Net Cash Flows used in					
Investing Activities	**(7,189)**	**(15,161)**	**(8,765)**	**(9,355)**	**(11,338)**
Cash Flows from Financing Activities					
Increased/(Decreased) Borrowings	(18)	975	(1,414)	(1,324)	(1,412)
Net Cash Flows used in					
Financing Activities	**(18)**	**975**	**(1,414)**	**(1,324)**	**(1,412)**
Net Increase / (Decrease) in Cash Held	**1,592**	**(234)**	**(398)**	**(311)**	**(382)**
Cash at Beginning of Year	9,493	11,085	10,851	10,453	10,143
Cash at End of Year	**11,085**	**10,851**	**10,453**	**10,143**	**9,761**

16.4   Statement of Capital Works

STANDARD STATEMENT OF CAPITAL WORKS For period 2007/08 to 2011/12					
	2007/08 Budget $'000	2008/09 Projected $'000	2009/10 Projected $'000	2010/11 Projected $'000	2011/12 Projected $'000
CAPITAL WORKS AREAS					
Roads and Streets	3,351	3,321	3,449	1,993	1,773
Bridges	0	320	100	180	180
Drainage	93	80	400	1,719	2,120
Footpaths Kerbs and Channels	108	345	350	350	350
Parks and Recreation Facilities	535	1,632	777	1,295	2,325
Other Infrastructure	286	617	430	220	185
Land and Buildings	4,448	8,430	3,589	3,248	4,600
Plant and Equipment	337	270	180	200	0
Furniture and Equipment	320	315	435	220	25
Other Capital Works	109	85	85	30	30
TOTAL CAPITAL WORKS	**9,587**	**15,415**	**9,795**	**9,455**	**11,588**
TYPES OF CAPITAL WORKS					
Renewal	6,081	6,734	4,202	3,871	3,228
Upgrade	265	1,917	2,239	2,809	3,565
Expansion	50	100	0	0	0
New Assets	3,191	6,489	3,354	2,745	4,795
Other	0	175	0	30	0
TOTAL CAPITAL WORKS	**9,587**	**15,415**	**9,795**	**9,455**	**11,588**
PROPERTY, PLANT & EQUIPMENT MOVEMENT RECONCILIATION WORKSHEET The movement between the previous year and the current year in property, plant and equipment as shown in the Statement of Financial Position links to the net of the following items;					
Total Capital Works	9,587	15,415	9,795	9,455	11,588
Asset Revaluation Movement					
Depreciation	(5,824)	(5,810)	(6,113)	(6,287)	(6,321)
Written Down Value of Assets Sold	(2,398)	(254)	(1,030)	(100)	(200)
NET MOVEMENT IN PROPERTY, PLANT & EQUIPMENT	**1,365**	**9,351**	**2,652**	**3,068**	**5,067**

17. Forecast Financial Indicators and Ratios (not yet included)

These Indicators and ratios will be added following the adoption of the 2007/08 Budget (on 11 July 2007). The forecast financial indicators and ratios are based on the forecast financial statements generated by the key assumptions.

FINANCIAL RATIOS									2007/08	2008/09	2009/10	2010/11	2011/12
Financial Strategy													
2007/08 - 2011/12													
(a)	Debt Servicing	(Debt Servicing Interest / Total Revenue)						1.0%	1.0%	1.1%	0.8%	0.6%
(b)	Debt Commitment	(Debt Servicing & Redemption / Rate Revenue)						6.3%	6.6%	6.8%	5.8%	5.5%
(c)	Revenue	(Rate Revenue / Total Revenue)						60.3%	55.2%	62.3%	62.2%	61.2%
(d)	Debt Exposure	(Total Liabilities / Total Realisable Assets)						15.0%	14.5%	13.4%	12.4%	11.1%
(e)	Working Capital	(Current Assets / Current Liabilities)						1.6	1.6	1.9	2.1	2.8
(f)	Self Financing	(Net Operating Cashflows/Total Revenue)						21.8%	29.8%	22.2%	22.0%	24.3%
(g)	Investment Gap	(Capital expend on Asset Renewal/Depreciation)						1.1	1.5	1.1	1.1	1.1
(h)	Indebtedness	(Non current Liabilities/Own-sourced Revenue)						28.5%	29.3%	24.7%	19.8%	15.6%

The above ratios are explain as follows:

17.1 Debt Servicing
Identifies the capacity of Council to service its outstanding debt.

17.2 Debt Commitment
Identifies Council's debt redemption strategy.

17.3 Revenue
Identifies Council's dependence on rates.

17.4 Debt Exposure
Identifies Council's exposure to debt.

17.5 Working Capital
Assesses the number of times Council is able to meet its current commitments.

17.6 Self Financing
Measures the Council's ability to fund asset replacement from its own cash generation.

17.7 Investment Gap
Measures whether capital spending is sufficient to replace ageing assets.

17.8 Indebtedness
Measures how much of Council's generated revenue will be required to finance future liabilities.

Appendix One

1.   Financial Reserves (refer principle 13.1)

Council currently maintains several financial reserves. These reserves have been established to clearly identify funds which have been allocated for specific projects or areas of Council operation. Whilst the reserves are not separate bank accounts they form part of Council's Accumulated Surplus.

Council's reserves fall into two categories. The first are known as "Statutory Reserves" as these reserves have been established to comply with legislation, or due to formal agreements, such as the reinvestment of any surplus from the operations of Hanging Rock. The second category is know as "Discretionary Reserves" and these reserves have been established for specific purposes but without any statutory obligation to do so.

Funds are directed to these reserves by Council resolution or through the budgetary process. There is a requirement that funds held in reserve for the provision of Long Service Leave are held in a separate investment.

Council shall maintain a reserve for the Net Proceeds from the Sale of Assets to be used to fund capital works projects.
Council shall utilise its Public Open Space Reserve Funds in a manner that is consistent with the Leisure Strategy Plan.

2.   Allocation of funds (refer principle 13.1)

Funds from Council's Financial Reserves can only be allocated as a result of a decision of Council. As part of the budget process, projects are identified where the use of a Financial Reserve is appropriate. Generally these projects are of a capital nature.
Further allocations from Financial Reserves can also be made when Council receives and approves its Quarterly Report.
Should a specific project be identified during the year, Council can resolve to allocate funds where appropriate either immediately or as part of the next budget process.

3.   Capital Works Program (refer principle 13.2)

The Capital Works Program is underpinned by Council's various Strategies. Recommendations from these Strategies have been incorporated into the 5 Year Capital Works Program.

In the examination of larger Capital Works projects there needs to be consideration to other methods of funding asset development rather than utilising Rates income only. Where appropriate, asset sales and borrowings will be considered. An interim Developer Contributions Policy has recently been adopted by Council to fund additional infrastructure required as a result of development.

Strategic Resource Plan 2006 - 2010

The development of new assets leads to a future impact on the recurrent budget of Council and part of the process of assessing Capital Works projects will include future impacts on the operating budget. This ensures that Council continues to allocate sufficient resources.

The Constituent Satisfaction Survey which is conducted on an annual basis has identified a high degree of concern particularly in relation to the condition and maintenance of roads and footpaths. This could be addressed through greater allocation of resources. The allocation of resources has a further benefit of reducing public risk and hence Council's exposure to litigation.

At the time of developing the 5 Year Capital Works Program, the different income sources are also identified.

The process of determining successful capital works projects each year involves identifying which projects commenced in the previous year, which projects have funding implications and an evaluation/assessment system which relies on risk implications, links to strategies and several other factors.

Over the period of this Strategic Resource Plan, Council is aiming to increase the level of rate expenditure into the Capital Works Program to 20% for it to be successful in completing all identified projects within the preferred time frame. In 2004/05 Council allocated 13.91%, Council increased this allocation to 15.35% in 2005/06 and to 16.22% of rate revenue in 2006/07.

4.   Asset Renewal (refer principle 13.3)

One factor that has the potential to impact on the long term sustainability of Council is the "asset renewal gap", that is the difference (if any) between the rate of consumption of the service potential provided by existing assets and the rate of renewal or replacement of this service potential. Council needs to be able to retain sufficient funds from its operations or be able to source external funds through grants, borrowings or developer contributions to replace the assets as they reach the end of their useful life. If Council is unable to generate sufficient funds, Council will either need to keep assets in service beyond their intended lives, with the potential for degradation in service levels, or incur increasingly costly repairs and maintenance to maintain service levels.

Council's current level of spending on renewal is insufficient and is to be addressed as part of Council's long term Asset Management Strategy.

5.   Debt Management (refer principle 13.6)

The principles of the debt strategy as outlined in the original Strategic Financial Plan (1999) are still relevant.

Where the decision has been made to finance a particular project by debt, the draw down of the loan should only occur when

•   The plans for the project have been completed and the works are about to commence
•   The works have already commenced; or
•   The works have been completed

If a loan is raised before any of the points above have occurred then the situation might occur where the loan has been raised and for some reason the project for which the loan was raised

has been postponed or cancelled. Thus a loan has been raised which may no longer be required.

The decision as to what type of loan to take out should be determined by a number of factors including:

- Whether the funds are for a project that required only one payment and payments are not spread over a period of time
- Whether at the time of taking out the loan, interest rates are low and are likely to increase over the short to medium term

In such circumstances judgment would need to be exercised in the type of loan to be taken out. However, if those conditions existed, the preference of a fixed interest loan would be preferable.

When Council undertook to restructure its loan portfolio in 1998/99 the re-financing exercise (which included new borrowings to extinguish "unfunded superannuation liability" that had arisen as a result of Employee redundancies following Council amalgamations in 1994 & 1995), aimed at long term loans with minimal and consistent interest and principal repayments. This strategy was taken to enable Council to direct funds into service delivery, capital works and new initiatives.

Details of Macedon Ranges loan portfolio as at 30 June 2006 is as follows

Loan 1 $3.883M   Interest Rate = 5.8% Matures 2014
Loan 2 $2.054M   Interest Rate = 5.72% Matures 2013
Loan 3 $0.500M   Interest Rate = 5.92% Matures 2007
Loan 4 $0.925M   Interest Rate = 6.42% Reviewed 6 monthly

It should be noted that both loan 1 & 2 are principal and interest loans while loan 3 is an interest loan only. Loan 4 was part of the 2004/05 budget and was used to purchase new plant. The loan is reviewed on a 6 month period and when funds are available in the Plant Replacement Reserve the principal shall be reduced.

6.   Investments (refer principle 13.7)

At all times, Council's available cash will continue to be invested in a manner which provides maximum return to Council. Most of the money invested is committed either in terms of forming part of Council's Financial Reserves or has been committed to Capital Works which are yet to be complete and have been carried forward to the next financial year.

Regulation 18 of the Local Government (Long Service Leave) Regulations 2002 requires the establishment of a separate bank and or investment account to provide sufficient cash to fund the long service leave entitlements of staff. As this investment is adjusted on an annual basis Council obtains a floating note to the value of the investment for the year.

Council will further pursue a floating note for the value of Council's Financial Reserves, again for the period of a year and will report separately to clearly identify this investment and the purpose for which the money if held.

7.   Waste Management (refer principle 13.8)

In accordance with its Waste Management Strategy, Council introduced in 2001/2002 a Landfill Recovery Charge of $40 to households (with discount to pensioner rebate ratepayers). This charge was introduced to fully recover the costs of closure and rehabilitation of three landfills plus the cost of upgrading and developing four transfer stations and the costs of complying with Environment Protection Authority requirements.

In 2005/06 this charge was reduced to $30 It was initially proposed that this charge would be in place for a period of 4 years, however the scope, extent and cost of the works has increased and the charge will remain in place until their completion .

At the present time, the proceeds from this charge are being used to

➢   Complete capping and revegetation of the Bullengarook landfill
➢   Rehabilitation of the Lancefield and Kyneton landfills

In future, the proceeds from this charge will be used to Construct a recycling and transfer station in the southern end of the Shire.

8.   Rates & Property Charges (refer principle 13.9)

The components that make up Macedon Ranges Rating Structure are as follows

➢   General Rate
➢   Agricultural Rate – 80% of General Rate
➢   Commercial/Industrial Rate – 120% of General Rate
➢   Recreational Land Rate – 3 Tier system
➢   Municipal Charge $130
➢   Rebate for Trust for Nature properties
➢   Not for profit housing organisations - 50% General Rate Rebate

Following a comprehensive review of Council's Rating Structure Council decided to continue with its differential rating structure. For a complete analysis of the Rating Structure refer to the Rating Strategy adopted by Council on 29 January 2003.

A rebate for Trust for Nature registered properties was introduced in 2003/04. Under this scheme properties registered with Trust for Nature are entitled upon application, to a rebate based on the percentage of the property registered. This is applied to the site value.

A rebate was applied in 2004/05 not for profit housing organisations and was applied at 50% of the general rate.

The Recreational Land Rate was restructured and became a three tiered approach

➢   Rates being waived or fully rebated for recreational facilities which provide broad public access
➢   Rates at the level of 50% of the general rate being applied to private recreational facilities which have significant local membership
➢   The general rate being levied on recreational facilities which are considered to have substantial commercial focus that exceeds their primary and original outdoor recreational purpose

Due to the potential impact of property value changes in the commercial and industrial sector compared to the residential sector, the commercial/industrial rate may change to ensure that the total rate revenue from this sector is at least maintained at its current level (in real terms).