

Energy Breakthrough Business Plan

JUNE 2019



Curiosity, creativity, collaboration and human endeavour will always lead to innovative breakthroughs that benefit the wellbeing of humanity.

ENERGY

BREAKTHROUGH

POWERED BY IMAGINATION

This business plan was developed by ARC Ventures and Oregional Collective as commissioned by the Central Goldfields Shire Council and on behalf of Country Education Partnership.

Project partners

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EXECUTIVE SUMMARY

Overview

The Energy Breakthrough is a joint initiative of the Country Education Partnership (CEP) and the Central Goldfields Shire Council (CGSC).

Since 1991, the Energy Breakthrough has provided opportunities for students, teachers, parents and local industry to work together to design and construct a vehicle, a machine or innovation in technology that will represent an 'energy breakthrough'.

The program is unique in that all teams must compete across three areas of assessment: Design and Construction, Display and Presentation and Trials.

The Energy Breakthrough isn't just a once-a-year event. School groups work throughout the year to design, build and test machines within detailed specifications.

The program encourages participants to examine and use the latest technology while considering its impact on the environment and the way people live locally and globally. It requires a team effort and an across-the-curriculum approach.

These groups then bring their vehicles and machines to Maryborough in Victoria for a huge celebration in which they can demonstrate and trial them in action.

It involves teams participating in one of five categories:

1. Innovations in Technology
2. Pushcarts
3. Energy Efficient Vehicles (EEV)
4. Try-Athlon
5. Human Powered Vehicle (HPV)

The celebration event is equally as impressive, hosting around 23,000 people in Maryborough annually, three times the size of its population. Included within these figures are 8,500 direct participants and over 800 volunteers. The event is no doubt the biggest held within the Central Goldfields Shire and across regional Victoria, contributing significantly to the local economy.

There is a tribe of passionate people who work tirelessly behind the scenes to help grow and deliver the premier educational program and event, whether it be for the STEM outcomes of children studying to become the next generation of skilled workers or for the substantial community benefit, or both.

Volunteers are the heartbeat of the event and come from across the state to be involved. Whilst local volunteers make up 36% of all volunteers, other volunteers come from Bendigo Region (19%), Ballarat Region (11%), Melbourne Region (16%), the rest of Victoria (17%) and interstate (1%), making this a truly inclusive event for volunteers to engage in. Volunteers include university students, local community groups and sporting clubs, school volunteers and individuals with a passion to be involved including past participants. Almost 40% of volunteers are aged under 30 years demonstrating a high level of youth commitment to the celebration event.

EB is fortunate to have committed partnerships in place that have helped make the event what it is today. This impressive support from volunteers, sponsors, schools, community members, operations crew and contractors along with the two key partners is the cornerstone of program sustainability which will only benefit from

increased engagement and opportunities to participate in event planning and decision making. This stretches into the local business community where there is great opportunity to improve economic outcomes for both local businesses and the event.

As the event has grown so has the investment required into resourcing it from staffing and finances through to infrastructure and planning. EB costs close to \$500,000 to roll out and the departure of RACV not only as a financial partner but also as a contributor in other ways, has left a gap in the operating budget.

In a community that is often seen as highly disadvantaged this event shines a light on the true picture of a thriving community with pride, resilience and passion. A community that has supported an event for almost 30 years, with a strong belief in the event and the educational benefits it provides.

This event is bold, innovative and exhilarating. It brings the energy and questioning of young minds together in one location where you cannot help but be in awe of the creative thinking that comes together as one. It provides a platform to educate young people in key areas STEM, sustainability, teamwork and resilience to name just a few. It really needs to be experienced to truly understand the impact this event has on so many lives. Students, teachers, parents, volunteers and the community of Maryborough all benefit from the social connections and participation that the event provides. The impact of this event stretches far and wide. It really does have it all!

Broadly, this business plan was commissioned by CGSC to identify specific ways to minimise risk and maximise opportunities to help ensure the future of the celebration event by considering all areas of sustainability, not only for the region's benefit, but also for the commitment to the STEM education program.

The business plan's key focus is on event sustainability through five key action areas including: Partnerships, Finances, Structure and Resource Management, Event innovation and marketing as well as Good Governance.

This plan aims to ensure event sustainability and most importantly aims to support the Maryborough community in retaining the celebration event and continuing to develop it as the premier tourism event in the Region.

The plan also centralises a lot of information and history that was otherwise contained in numerous reference documents, all referenced in Part B: Documentation and Appendices.

STATEMENT OF CONFIDENTIALITY

The business plan must only be distributed by members from Central Goldfields Shire Council and Country Education Partnership as involved with the creation of the plan, or with written consent from either of these members. Those responsible for the distribution of this business plan are required to inform readers of the confidential components of the plan, as agreed upon.

Action Plan

During the development of this plan 5 distinct themes emerged. To ensure the plan was as user friendly and practical as possible, these themes then formed the basis of the plan and are detailed in the following pages as action areas.

1. Partnerships
2. Financial Sustainability
3. Structure & Resource Management
4. The Event
5. Good Governance

Each action area is detailed in 4 sections.

- **Overview** - The summary provides an overview of findings and the level of impact these are expected to have on event sustainability.
- **Action Area Goal** - a high level goal to assist in plan realisation.
- **Actions** - the actions listed in this section are the actions that are seen as essential to support event sustainability and, in many cases, set the required foundations to effectively plan for the future.
- **Recommendations** - recommended actions that will require some level of consultation with key stakeholder groups to determine feasibility and fit with future vision.

Action Area 1- Partnerships

Overview / Key Findings:

Partnerships come in all shapes and sizes with distinct roles in supporting success and sustainability. For EB the already established relationships with sponsors, volunteers, partners, schools and the community are a key success story that needs to be nurtured into the future.

The lack of a current legally binding partnership agreement should be considered a priority action area. The partnership agreement needs to clearly define roles, responsibilities, IP ownership including agreement on the program risk appetite and sharing of risk. This process will formalise the current good will partnership and support greater transparency in this space.

Volunteer management including volunteer recruitment and retention remains as important as ever. With over 800 volunteers engaged throughout the year on numerous tasks at varying levels the ability to coordinate the volunteer management process through one central point is essential and will better support relationship management, volunteer development, recognition and retention.

1. The partnership between CGSC and CEP is longstanding and built on respect, trust and integrity.
2. Sponsorship / Partnership / Funding will be key in paving the way to a better financial position with the support of a resourced role filled with a skilled professional.
3. An impressive 800+ volunteers support the event success in the lead up to, during and after the event involving volunteers from across the State with 40% aged under 30 years.
4. A comprehensive understanding of the full benefits EB has on the community is vital for all stakeholders, including the CGSC, CEP, local business & community.
5. EB as a marketing platform should be better utilised by the CGSC to communicate other messages around tourism, other events and live work invest campaigns.
6. The key to community ownership of the event is the involvement of community and business leaders in planning committees. This includes adequate representation on the S.86 Committee. This involvement needs to provide a voice in event innovations and decision making. The S.86 Committee will also benefit from the additional resource and skill set brought to the table.
7. Transparency around decision making particularly in the area of volunteer reimbursement and recognition is paramount in improving volunteer relationships.

Action Area Goals:

- Sponsorship strategy is supported and adequately resourced including Planning, Sales & Servicing.
- The community and schools are engaged and provided opportunities to participate in event planning and management.
- We actively seek out community input in decision making.
- The business community lead the development of initiatives that support increased economic benefits.
- We find ways to acknowledge and celebrate our successes with our community and EB family.
- Our volunteers feel welcomed, valued and supported.

Actions:

1. Finalisation of a legally binding partnership agreement through formal consultation/meeting with CGSC and CEP.
2. Establish and promote a job role for a Sponsorship & Grants Coordinator, who will develop the Sponsorship Strategy.
3. Update the Sponsorship and Advertising package documents where in agreeance. These were reviewed in early in March along with the website review providing particular recommendations around areas that would assist with sponsorship benefits / sales. Distribute and upload revised documents accordingly.
4. Upon the recruitment of a Sponsorship & Grants Coordinator, conduct a sponsorship brainstorming session with members of the Partnerships Team to document specific businesses, including advertising agencies, that would be a good fit for sponsorship. Suggested industries to consider are included in the body of the plan under the header 'sponsorship market'.
5. Send invitations to potential sponsors to attend the event, who would then be hosted by available members of the S.86 Committee along with the Sponsorship & Grants Coordinator.
6. 2 x key members of the S.86 Committee (and Partnerships team) to attend part of a scheduled CEP Board meeting to discuss potential sponsors as well as ways to attract donations from education philanthropists via their contacts which could include some from CEP's membership program.
7. The opportunity to participate in planning and delivery of the event to be better publicised in the community through CGSC established communication mediums and to occur throughout the entire event planning cycle.
8. The online portal for volunteer applications to be open all year round.
9. It is recommended that the collection method of volunteer information be implemented in a consistent manner before, during and after the event with the aim of collecting contact details for all event volunteers (including volunteers provided by schools and community groups) with consideration of Privacy Laws.
10. Working in partnership with the Committee for Maryborough, support the ongoing engagement with the business community through participation in a working group involving representation from Committee for Maryborough, EB S.86 Committee members, EB Event Management team and local business operators. The initial activities for the working group include:
 - a. Development of a strategy to re-engage with the local business community
 - b. Improvements to communication channels between EB and the business sector
11. A strategy to be developed focusing on sponsorship or advertising partnerships with identified businesses who directly benefit from the event. This includes accommodation providers, supermarkets, hospitality and corporate retail chains.
12. Plan for and conduct a research & analysis project on the full impact of EB, using some or all of the below methods:
 - a. Media Monitoring
 - b. Onsite, Schools, CEP, Local Business, Community Group and Volunteer surveys
 - c. Polls on Facebook
 - d. REMPLAN, where feasible
 - e. Surrounding shire economic impact statements or analysis via REMPLAN
 - f. Direct spend from event budget

Recommendations:

- Marketing activities relating to volunteer recruitment should incorporate diversity in volunteering opportunities before, during and after the event.
- Under the proposed structure we are recommending the inclusion of a Partnerships team to better support the community, volunteers, business and sponsors. New additions to support this key focus area needs to include a Volunteer Coordinator role and Sponsorship & Grants Coordinator. These roles would be responsible for the overall management of the volunteer program and sponsorship / grants.
- Continue the live inventory list of what EB (the event and the program) have to offer, add to the share drive or project management platform (i.e.: Asana) to encourage and allow input from the partnerships team.
- Following the business workshop hosted on June 19th by Committee for Maryborough host an annual business/community workshop in June/July to support increased community ownership of the event.
- Expression of interest process currently being utilised for catering support to be redeveloped and the process extended to cover all activities that involve community organisation service delivery, with options around a 3-year term of agreement.
- The CGSC should consider opportunities to recognise the commitment of local businesses who support local schools through sponsorship and mentoring. This could be achieved through the regular council communication streams including local print media and social media channels.

Volunteers:

- G. We recommend Volunteering Australia as the go to subject matter expert and in particular the National Standards for Volunteer involvement be used as a framework for supporting EB volunteers.
- H. The National Volunteer Guide produced by Not-for-profit Law can support the Risk Mitigation & planning team in managing volunteer management practices, risks and issues.
- I. Creation of a Volunteer Handbook (electronic & printed) including PD's training, mandatory requirements, pathways, recognition register, reporting lines, and complaints management.
- J. Bring all the information together in one place for the volunteer database - include mandatory checks (WWCC, marshal training complete) and next of kin. Store on this on the shared drive or an online management / governance portal.
- K. Development of a volunteer recognition register supporting nominations of volunteers who go the extra mile.
- L. Improved transparency around decision making practices through the development of a Policy relating to induction into the Hall of Fame.
- M. Consider ways to celebrate volunteer contribution - community event, certificates, inclusion in Australia Day awards ceremony, badges signifying long service.
- N. Ongoing and timely communication (all year round).
- O. Documented volunteer role opportunities and pathways to upskill and transition to new roles.

- P. To assist managing volunteer fatigue we recommend the use of school volunteers at Marshalling points to be extended into the secondary events.
- Q. Development and implementation of a succession plan considering key volunteer roles.
- R. Exit interview/survey process to be considered for volunteers who no longer participate.

*** additional areas to be considered to better support the volunteer can be found in the body of the plan in Action Area 1 - Partnerships: Lifecycle of a volunteer*

Action Area 2 - Financial Sustainability

Overview / Key findings:

With the departure of RACV as a key partner the focus on new and existing sponsorship partnerships needs to take priority.

Event sustainability can be measured in many ways with arguably the most important consideration for longevity being financial sustainability. Following the unexpected departure of RACV and the significant financial contribution that they made to the event, there has been limited opportunity to look for funding opportunities to fill this void. This has resulted in a significant shortfall of over \$110,000 for the 2018 and a project deficit of just under \$80,000 forecast for the 2019 event.

1. In 2018 all event categories were not filled. If these participation numbers were increased to full capacity it would equate to almost \$21,000 additional revenue based on 2019 fees.
2. It is imperative that the local business community be engaged to help bridge the sponsorship gap. Currently local business sponsorship only equates to \$3,000 therefore it is reasonable to expect that an additional \$20,000 - \$25,000 could be achieved through targeted approaches.
3. Selling 75% of the 4,000 printed programs at \$5 would result in \$15,000 worth of revenue and it is recommended that the program and its content be redesigned and sold at the 2019 event. These changes will also make it more appealing for local businesses to advertise in it in future years.
4. Government and philanthropic support should be targeted for programs that match EB objectives in STEM, educational and/or regional event development along with community building programs.
5. When considering expenditure, a major expense relating to accommodation provides opportunity for possible cost savings. In 2018, \$28,719 was spent on accommodation support for volunteers, sponsors and schools with an additional amount of almost \$16,000 paid as a camping fee subsidy to the Maryborough Caravan Park. There are two ways in which cost savings can be achieved in this area. The first is through the introduction of billeting for volunteers and sponsors with the second consideration around the structure and provision of camping facilities for schools.
 - a. Whilst there is no clear documentation that talks about camping fees being included in the entry fee the School handbook clearly states that 'Entry fees include access to on-site facilities, activities, entertainment, planning and administrative expenses. This is taken to include camping facilities for schools who wish to utilise these. It is reasonable then, for the purpose of this plan, to say that no direct camping fee is included in the breakdown of the entry fee.
 - b. Whilst in theory this has been deemed acceptable it is timely to review this practice. A review should consider the costs associated directly with the provision of camping facilities (i.e.

power, showers) in EB run campgrounds and extend to consider cost savings against camping subsidies that are paid through service provision provided by the Maryborough Caravan Park.

Both of these options for cost reduction carry a level of risk around relationship management but nevertheless should be considered when looking for cost savings.

6. The 30th anniversary in 2020 provides a great opportunity for funding to research the events of the past, document the success of past participants, recognise the contributions of staff, volunteers & contractors, and provide reason for additional marketing support that will also benefit to sponsors.

Whilst considering ways to increase revenue and decrease expenditure it should be noted that this plan recommends the establishment of two paid positions to support volunteer coordination and partnerships and grants coordination. These two roles can be expected to add an estimated additional amount of \$33,750 - \$40,500 to the event expenditure. Whilst the position of volunteer coordinator will reduce workload on other contractors there is limited cost savings and no opportunity for increased revenue from the establishment of this position. The Sponsorship and Grants Coordinator however should be seen as a pivotal role in which the responsibility to increase revenue is a major component. Targets for this position have been included in the KPI section in the body of this plan.

Action Area Goals:

- Financial management is structured, timely and transparent.
- Program management and decision making considers opportunities for improved efficiencies and internal communications.
- Long term financial sustainability is achieved through multi-year partnerships with likeminded organisations.

Actions:

1. The Finance Manager (CGSC), Manager Tourism, Events & Culture (CGSC) and the Event Director to work collaboratively in the preparation of the budget both providing updates at each S.86 Committee meeting, including details (quotes) on any expenditure over \$3K.
2. Event budget to include monthly/quarterly forecasted expenditure.
3. Event Director, Manager of Tourism Events and Culture and the Finance Manager to meet quarterly to review financial tracking and projected expenditure.
4. Line-by-line with summary quarterly reporting to Section 86 committee to include financial report with YTD spend and forecasted expenditure.
5. Consider and implement the recommendations made in the Sponsorship packages, Advertising Packages and Website Review.
6. The event program should be redesigned to be better utilised as a marketing tool with the inclusion of a spectators guide to enhance the experience for visitors to the event. Following the redesign of the event program is should sold at the 2019 event at the cost of \$5 a copy.
7. It is recommended that a cost analysis for each campsite be initiated to consider best practice moving forward. This should also include the feasibility of establishing a new campsite at the Salvation Army location in Wills Street Maryborough to support increased entries to fill each event category to full quota.
8. To better understand the opportunities for increased participant numbers an analysis of event programming should be undertaken considering safety and current venue limitations/opportunities.

9. Explore the opportunity to sell EB team photos via EB owned platforms.
10. Reevaluate post event surveys to capture new data that will assist with future analysis / decisions (i.e. when schools start on the Innovations projects). The questions should be based around providing insight into:
 - a. When teams start working on their entries (particularly Innovations and Pushcarts) to ascertain how long entries can remain open for.
 - b. The interest in a merchandise portal where schools can order their team outfits and other items.
 - c. The number / level of sponsorship each team receives
 - d. The spend in preparing for EB (to help calculate the greater economic impact). Note; if the CGSC choose REMPLAN to help evaluate the impact, there are certain survey questions (categories) that would assist build the impact case on top of their general calculations.
 - e. A breakdown of expenses associated with the build and preparation of the vehicles along with the costs involved in full EB participation.

Recommendations:

- A. Establish a contractor role for a Sponsorship & Grants Coordinator and Volunteer Coordinator
 - a. The estimated cost for the Sponsorship & Grants Coordinator should be noted as between \$25,500-\$15,000 for 19/20 FY increasing to \$18,750-\$22,500 for 20/21 FY.
 - b. The estimated cost for the Volunteer Coordinator should be noted as between \$15,000 to \$18,000 PA to implement the changes around volunteer coordination detailed in this plan.
 - c. As detailed in Action Area 3 - Structure & Human Resources the role of Volunteer coordinator could be trialled utilising a Volunteer Leadership Team which would remove the costs related to engaging a contractor for this role.
- Details (quotes) on any expenditure over \$10,000 be presented at S.86 Committee meeting or by formalised approvals process where a quick turnaround is required.
 - Consider a change to the budget layout to support funding submissions and to make it more operationally friendly. Refer to suggested layout in Part B: Documentation and Appendices.
 - CGSC to calculate annually the staffing costs towards EB rather than August - December and include the hours of the Finance Manager
 - Undertake a feasibility study on the introduction of a billeting program to support volunteer and sponsor accommodation. This study would be led by the Event Director and Manager Tourism, Events and Culture.
 - Source competitive quotes for merchandise locally as a priority, then regionally. Otherwise consider direct purchasing online with reliable supplier. It is recommended that research is conducted into the prices available online prior to any continuing conversations on this budget item.
 - Reconsider the spend onwards TV advertising and radio advertising and work directly with the Online Manager to fully understand the opportunities and costs related to the creation of phone APP to streamline team information.
 - Clarify the non-community club vendor fees and have conversations around where they are currently priced in a S.86 Committee meeting (i.e. coffee carts, ice-cream).
 - Explore potential opportunities to establish a range of merchandise as a new revenue stream through consultation with schools to establish if a market/need exists.
 - Consider an EB volunteer run stall with items / activities such as motivational temporary tattoos, aerodynamic hairstyles, EB colour palette nail polishing painting station, team bracelet making, team face painting, all charged out at agreed upon prices. Pricing recommendations are within the body of the plan.
 - Discuss what services / infrastructure could be potentially put out in a bulk tender with other shire / HPV or regional events.
 - Add fundraising to the next S.86 Committee meeting to discuss in general as well as the list of ideas itemised within the body of the plan. Include new and developed income initiatives including full initiative costs and potential returns.

Action Area 3 - Structure & Resource Management

Overview / Key Findings:

The event currently operates following a tried and tested approach that has worked successfully for many years. Over time the event management structure has evolved and changes have been implemented to address an identified need. Whilst this has enabled the delivery of a successful event year in and year out it comes with inherent risks.

The proposed structure looks to place increased importance in the areas of partnerships and risk mitigation, two areas essential to support event sustainability. The governance structure details links between program teams, the governance committee and partnership organisations. This includes reporting and relationship lines to ensure communication and transparency in decision making is achieved.

To further support these new governance structure documented roles and responsibilities are essential to support event planning, management and succession planning. The development of terms of reference for each of the teams will ensure the foundations are set to support improved decision making practices in this area.

During the development of this plan it was quickly uncovered that the number of people involved in EB event management numbered in the dozens and whilst individuals were able to clearly communicate their role no-one had a complete picture on event management and overall accountability. There were also numerous duties that crossed over different roles with little clarity on who held the lead role and ultimately decision making responsibilities.

To support clarity in roles and responsibilities this plan details a new resource management structure to enable the implementation of plan recommendations and improved efficiencies across the entire EB program and event. Two key resource additions include the recruitment of a sponsorship and grants coordinator and a volunteer coordinator. It is also recommended that a marketing role be developed which would include the duties of the current Online Manager. This role would take on marketing activities and management of social media/website and links more into schools to support an increase in entries and linkages into sponsorship opportunities.

The current governance committee (S.86 Committee) would benefit through improved diversity in membership and skills base. This can be achieved by increasing membership on the committee to include (as a minimum) one community representative and one volunteer representative. Some consideration in involving women and youth on this committee would also be beneficial. Another consideration includes the need to have adequate representation from people who understand the critical education element of the event.

1. Volunteer Management practices require the support of a dedicated Volunteer Coordinator.
2. Whilst a share drive exist for many of the project management files the access to this drive is limited and could be better utilised. The inclusion of historical EB documents should also be included.
3. Succession planning has been relatively overlooked and presents a significant risk to event management.
4. The current structure does not adequately consider the critical areas of risk mitigation, performance monitoring and review. A change in structure to include this will support better governance practices.

Action Area Goals:

- Our business structures are designed to support good governance practices.
- Every person involved in the planning and delivery of EB has a clearly defined role and understands their key responsibilities.

- Human resource requirements are supported through a mix of volunteers, employees and contractors to share workloads and address capacity limitations.

Actions:

1. The recommended changes to the governance structure and the key roles in event planning delivery should be considered and if approved, sign off from the S.86 Committee should be obtained.
2. Direct engagement and consultation with existing event management team members to be sought to support decision making in acceptance of recommended structure. This should focus on roles and responsibilities and task allocation to better understand the impacts on existing roles.
3. Following any approval of changes to the current structure financial forecasting is undertaken by Manager Tourism, Events and Culture. This will include final decision making on how the Marketing and Communications role will be delivered/implemented (i.e. split role) and how it is funded between the partnership.
4. Membership of the Section 86 Committee to be expanded to include representation from within the local community including volunteer and community representatives with a focus on increasing diversity.
5. Formal role and responsibilities must be documented by role utilising already established frameworks within CGSC.
6. Terms of reference to be created for all teams/working groups regardless of decision to accept governance structure changes in the plan. These should be communicated broadly.
7. Agreed performance and review procedures to be established and communicated.
8. Documented Position Descriptions for all volunteering roles to provide clarity around purpose and expectations.
9. A centralised process for the collection of all volunteer information for inclusion in the volunteer database.

Recommendations:

- A. A gap/efficiency analysis should be conducted of event tasks and the key personnel roles responsible for delivery of these. The gap analysis will demonstrate areas with opportunities for efficiencies where several roles are seen to be doing the same task and in other cases highlight tasks that are not seen as a responsibility for any of the key personnel roles.
- B. Look to invest in a collaborative management program to support task allocation and tracking such as ASANA (<https://asana.com/>), or a similar project management tool. Desktop research will establish the best fit for the needs of the current EB team.
- C. There is an immediate need to consider mitigation of this risk through the development of a documented succession plan. At a sustainability level the individual knowledge of the delegated tasks much remains exclusive with the individual operatives. When they leave, that knowledge and experience goes with them and much of this unpins the success of the event.
- D. Under the proposed structure we are recommending the inclusion of a Volunteer Coordinator role. This role would be responsible for the overall management of the volunteer program.
 - a. Consideration should be given to trialling a Volunteer leaders team to fill the position of volunteer coordinator. Initially some funded administrative support would be beneficial in supporting the team.
- E. Consider recommended additions to the key responsibilities for the Section 86 committee as part of the revised Instrument of Delegation to be implemented from June 2019.

Action Area 4 - The Event

Overview/Key Findings:

EB is the pinnacle event of its kind in Australia. The EB brand is in good shape and the event has been successfully ran for 28 years. It has an impressive volunteer list and support from a key group of long standing sponsors. Those involved with the event as passionate about what outcomes it delivers for education and the Central Goldfields Shire.

While it is a busy schedule for teachers, students, parents and supporters, opportunities exist to develop aspects of the event experience, for various attendees including students, parents, teachers and spectators. Additionally, operational documentation has room for improvement for efficiencies, governance and compliance and succession planning.

An increase in entry fees is one of the key areas for financial growth. This will be attained with a concentrated marketing effort (and plan) using cost effective marketing activities targeted (STEM) teachers / schools direct.

Some key findings include:

1. Schools consistently agree that they are not looking for extra activities as they have limited time availability and their focus is on participation in the trial.
2. A thorough Event Management Plan is required to be developed.
3. There is a misconception that the event sells out annually in under 1 minute. This only true for the HPV categories. This messaging does not support the attraction of entries to some of the other categories in which numbers have been slightly declining.
4. Any considerations in changing the site set up and opportunities to include new events in the event precinct will require research to determine feasibility and links to increased participation.
5. The 30th anniversary in 2020 provides a great opportunity to celebrate successes. This includes the opportunity to seek funding to research the events of the past, document the success of past participants, recognise the contributions of staff, volunteers & contractors, and provide reason for additional marketing support that will also benefit sponsors.

Action Area Goal

- We look to learn from past EB events and other benchmark events.
- We value innovative thinking and encourage all members of our community, key stakeholders and supporters to share their ideas with us.
- Our communication is timely, informative and modified to meet the needs of the intended audience.
- We share our success stories far and wide acknowledging the far reaching benefits for schools, students, volunteers and the local community.

Actions:

1. Surveys to key stakeholders to be sent immediately following the event so feedback is fresh and in a consolidated format.
2. A full review of the Event Management Plan should occur to determine which areas need work and a timeline/ responsibilities task list developed.

3. A communication strategy be developed with the aim of linking with platforms and plans that already exist within the partner organisations.

Recommendations:

- A. Continue with post event debrief within 2 weeks of the event.
- B. Conduct a brainstorming / planning session with key contractors and S.86 Committee during February prior to entries opening to discuss any new or developed initiatives.
- C. Review of post event survey questions for participating schools by the Education & Communications Team to ensure baseline data is collected to support event sustainability & growth.
- D. Creation of a lessons log to capture information from the debrief sessions, survey responses and other feedback received from people involved in the event.
- E. The development of a marketing plan.
- F. A full review of insurances including CGSC, CEP and Key Contractors. Looking to consider Public Liability, Professional Indemnity, Inclement weather and WorkCover as a minimum.
- G. Continue to review of the registration process to support increased fairness and inclusion. This could include a process of random selection against a set criteria (i.e.: 5 new schools, previous winner, 'x'% regional, etc). There is a RAND function on excel to support this process, or otherwise programs / apps also exist. This review should be implemented by the Education and Communication team.

It is recommended that the following actions occur prior to the 2019 event:

- H. An internal review of all documents pertaining to the Emergency Evacuation Plan.
- I. A review of the formal structure required for the Committee to effectively oversee the Risk Management activities of the EB, including a formalised process for sign off on the RMP.
- J. A review of the current and required communications relating to the RMP along with the roles and actions required from the plan.
- K. Consolidation of related documents into a Master Risk Management Plan.
- L. A meeting with Emergency Services specifically relating to the risks and emergency evacuation procedures.
- M. The CGSC Risk Management Policy be reviewed and updated to ensure it is consistent with AS/NZS ISO 31000:2009, including a Risk Appetite Statement.

Action Area 5 - Good Governance

Overview/Key Findings:

A high priority has been put on improving governance structures in recent times and the impacts of this are being realised across the board. Financial management is now incorporated under formalised CGSC policies and procedures which also includes more stringent measures around the procurement of event services.

The event operates under the CGSC risk management policy and related framework which again provides sound governance practices in this area. It is however recommended that an event as large and complex as EB manages its own Risk and Issue registers separate to that of CGSC. This should be seen as a program risk and issue register rather than an organisational risk register that would exist at CGSC.

An immediate area of need relates to the development of a partnership agreement to provide clarity and agreement on many aspects of the partnership between CGSC and CEP. The development of this agreement should involve representatives from CGS executive (or S.86 committee) and the CEP Board. Key discussion points in the development of the agreements should include; roles & responsibilities, trademarks and IP ownership, financial & in-kind contribution and sharing of risk.

1. The Governance Review completed in 2014/15 was well researched and documented, with many of the recommendations incorporated in this business plan.
2. Program and Event objectives clearly demonstrate the purpose of the educational program and the celebration event.
3. There is a strong urgency to finalise the partnership agreement ensuring adequate time is allowed to consider foundations that will support its ongoing success.
4. Reporting frameworks were found to be limited and should be introduced prior to the 2019 event.
5. The process of tendering for services has significantly increased over the past few years but would benefit by a consistent approach to all service provision.
6. Whilst there is an urgency to look at ways to do things differently and to grow the event the focus for the next 1-3 years should be to implement the actions in this plan to support the immediate short-term needs for event sustainability with the development of a 3-5 year strategic plan to follow this.

Action Area Goals:

- Good Governance practices are the basis of everything that we do.
- The EB partnership is robust fair and adequately documented.
- Risks Management and reporting is timely and responsive.
- Policies and procedures are relevant, documented, shared and understood.
- Program and event objectives drive decision making at all levels.

Actions:

1. Finalisation of a legally binding partnership agreement through formal consultation/meeting with CGSC and CEP.
2. The revised Instrument of Delegation include the recommended additions to the membership structure and detail the process for committee member appointments.

3. Creation of an event Policies and Procedures manual, to be completed (or updated) by September 1 and communicated broadly.
4. Creation of Risk and Issue Registers to enable timely action and improved monitoring and reporting practices.
5. Formal expectations for monitoring and review need to be set. This should include a commitment to consultation, transparency and reporting that can be used to inform decision making.
6. A reporting framework to be documented and communicated with all relevant parties.
7. Risk appetite, tolerances and thresholds for escalation of risk to S.86 committee to be documented.
8. Program and event objectives are shared widely with key stakeholders with an emphasis on event management and support teams who ultimately will be the drivers in achieving the event goals.
9. The establishment of Key Performance Indicators (KPI) to measure how effectively the event is achieving agreed objectives and the documentation of these KPIs in position descriptions for relevant key roles.

Recommendations:

- A. Legal advice should be obtained to support fair and equitable development of trademarks for the program and event brand.
- B. An Intellectual Property (IP) Audit be conducted to identify the rights that exist in relation to the event.
- C. To further understand IP related risks an audit on contracts/agreements and related specifications should occur to identify risks relating to limited visibility on set up requirements and the ability to apply procurement procedures.
- D. Access to the shared drive (Dropbox) should be provided to the S.86 Committee and key roles. We recommend all operational documents, from various personnel are uploaded from previous years.
- E. To assist with transparency and evidence based decision making there needs to be a stronger link between the Event Director who establishes the event budget annually, the Manager Tourism, Events and Culture and the CGSC Finance Manager, who manages the financial management system for the CGSC of which the event financial management is now recorded and managed.
- F. Upon completion of research & analysis on the full impact of EB on the regional & broader communities a review of the event objectives should be undertaken.

About this plan

Plan Objectives

Broadly, this business plan was commissioned by CGSC to identify specific ways to minimise risk and maximise opportunities to help ensure the future of the celebration event, not only for the region's benefit, but also for the commitment to the STEM education program.

Plan objectives include:

1. To unearth and communicate the greater objectives of key stakeholders, including the CGSC, CEP, schools, volunteers, local businesses and the community.
2. To outline ways to minimise risk in critical success areas, including; financial sustainability governance expectations, business/community and volunteer engagement and the partnership agreement.
3. To outline the steps required to ensuring critical roles have plans in place that would enable a smooth transition with successors.
4. To make suggestions around new and current job roles
5. Consider ways to better understand the broader impact the celebration event has on the community and ways to optimise any opportunities for the event to innovate and adapt to changing needs of participants, spectators and stakeholders.
6. To summarise the Energy Breakthrough including its impact and future requirements to better communicate and share the narrative with key stakeholders and potential funding partners.
7. To list potential areas of opportunity that may arise via state and federal government grants that would assist CGSC reduce the gap between financial reliance and independence, or otherwise allow to develop areas for profit opportunity, such as expo and partnerships.
8. To identify strategies to help secure and sustain sponsors and partners.
9. Establish strategies to re-engage the local business community in the promotion of increased community ownership of the event.
10. To identify opportunities to increase participation

Distribution

The Business Plan will be received by the S.86 Committee for distribution across key stakeholders groups as determined relevant by the committee.

Acronyms

- ACU = Australian Catholic University
- CGSC = Central Goldfields Shire
- CEP = Country Education Partnership
- EB = Energy Breakthrough
- EEV = Energy Efficient Vehicle
- EMP = Emergency Management Plan
- EOI = Expression of Interest
- HPV = Human Powered Vehicle
- LTU = La Trobe University
- NFP = Not for Profit

- OC = Oregional Collective
- RMP = Risk Management Plan
- STEM = Science, Technology, Engineering and Math
- S.86 Committee = Section 86 Committee
- TMP = Traffic Management Plan
- TOR = Terms of Reference

Research and consultation

The development of the sustainability plan has incorporated the following actions:

- Participation in the 2018 event debrief meetings held on 14th December 2018
- Face to face meeting with key stakeholders
- Telephone meetings with identified volunteers
- Surveys - volunteers, community, targeted schools and a Regional Tourism and Events Consultants group
- Desktop research
- Documentation review

In these processes the following groups (and targeted individual members) have been consulted:

- S.86 Committee
- Members of the EB Operations Group
- Members of the EB Planning Group
- CEP staff
- CGSC staff
- Local schools (as part of 2018 debrief session)
- EB Volunteers - General
- The broader community
- Targeted schools - Teachers
- Tilma Group - Regional Tourism and Events Consultants
- Ethikate - Brand & IP protection
- Castlemaine State Festival
- Queensland HPV Super Series (Maryborough event)

An extensive review of documentation and the online presence was also conducted. This review involved over 70 individual documents of varying levels of complexity.

Additionally, an introductory membership to The Grants Hub (www.thegrantshub.com.au) was used, among other funding search resources, to complete a full review performed in February of all state and federal grant programs that could be suitable fit for EB.

Full details of individuals consulted and the documentation that was reviewed can be found in Part B: Documentation and Appendices

THE OVERVIEW

Background

The **Energy Breakthrough** is a joint initiative of the Country Education Project (CEP) and the Central Goldfields Shire Council (CGSC), and until June 2018, the Royal Automobile Club of Victoria (RACV).

With a fittingly appropriate mantra of Powered By Imagination, EB is a not-for-profit (NFP) community program that brings together education, local government and industry into a collaborative partnership.

There are two parts to the Energy Breakthrough, the active learning program ran by CEP that aligns with the national education policy, and the celebration event, held over four days in the host town of Maryborough, Central Victoria.

The EB program takes place throughout the year with most schools starting the curriculum that supports the program in the second semester. Around 160 schools participate in EB, with over 350 teams competing across the five categories. This represents approximately 6.4% of all Victorian schools.

Providing opportunity to work in teams, developing peer relationships and generally improving student health and wellbeing, are all important outcomes achieved from EB. Additionally, EB gives students something fun and engaging to work around the subjects of Science, Technology, Engineering and Maths. Broader than this are the real and current world challenges that are discussed and tackled during the program including sustainability, transport, safety, alternative fuels and the environment. The athletic event trials, camp out and celebration experience gives the students something to look forward to and to strive towards, therefore encouraging students to stay focused on their studies.

Classes by category as determined by the event regulations require a minimum of 50% female participants in all categories, with exclusion of the open category. This has resulted in increased participation in what is traditionally male dominated fields.

While supporting the curriculum of around 3,400 students per year, EB also has a significant social and economic impact on the township of Maryborough as well as bordering districts, with thousands of people in town spending money at local businesses, accommodation providers and hospitality venues. The event itself costs almost \$500,000 to stage supporting local suppliers within the region where possible. Indirectly the event supports local projects and not-for-profit organisations with community clubs fundraising by providing services to event or through activities such as catering.

EB has a small team of paid workers who are supported by an impressive team of over 800 volunteers in the lead up and during the celebration event weekend. There are many examples of workers and volunteers who help drive EB because of their passion for the program and celebration event, having participated in the event as a student previously.

EB takes a village to organise the event, and once involved it is hard not to feel a part of EB family.

The Program

Since 1991, the EB has provided opportunities for students, teachers, parents and local industry to work together to design and construct a vehicle, a machine or innovation in technology that will represent an 'energy breakthrough'.

EB engages school communities across Victoria in a program that is unique in that all teams must compete across three areas of assessment:

1. Design and Construction
2. Display and Presentation, and
3. Trials

The EB isn't just a once-a-year event with school groups working throughout the year to design, build and test machines within detailed specifications.

The STEM program that aligns with the national education policy, encourages participants to examine and use the latest technology while considering its impact on the environment and the way people live locally and globally.

It requires a team effort and an across-the-curriculum approach. The EB family is driven by the belief that through creativity, collaboration and active learning programs, great things are possible.

As a result, the program and celebration event fosters confident, competent and socially aware young people, ready to make a difference in today's world.

The EB presents a unique opportunity for students to extend their learning experience beyond the boundaries of formal education. It aims to:

- Provide an excellent technology project for students from Prep to VCE level.
- Encourage young people to explore solutions to environmental and transport issues.
- Provide an opportunity for schools and communities to work and learn together.
- Provide an opportunity for females to participate in what has traditionally been a 'male' dominated area of the curriculum.
- Be a fun program with real world challenges.
- Offer students opportunities to explore and address vehicle design, driving skills and vehicle and passenger safety issues.

The EB encourages and supports learning that:

- Is fun and engaging
- Is student focused
- Involves hands-on activities
- Requires active problem solving – on 'real life' issues (authentic)
- Is collaborative – builds teamwork skills
- Creates links with the community
- Requires students to act on their learning
- Involves celebration
- Values and requires different skills, knowledge, (interdisciplinary)

The Event

Students then bring their vehicles and machines to Maryborough in Victoria for a huge celebration in which they can demonstrate and trial them in action in teams across five unique categories.

1. Innovations in Technology
2. Pushcarts
3. TRYathlon
4. Human Powered Vehicles (HPVs)
5. Energy Efficient Vehicles (EEVs)



Within the five categories, teams are entered into classes based upon the participating students' school year level, gender and school size. The classes are broken down as:

Class A: Teams with at least 50% females, from Primary year levels (Team Size Min 4 – Max 10)

Class B: Teams with at least 50% females, Years 7-10 (Team Size Min 6 – Max 8)

Class C: Teams with at least 50% females, Years 11-12 (Team Size Min 6 – Max 8)

All Female: Up to Year 12 (Team Size Min 6 – Max 8)

Class Open: Teams with an uneven gender ratio: Up to Year 12 for Try-Athlon and Years 7 - 12 for HPV category (Team Size Min 6 – Max 8)

Categories in some cases are further broken down between:

1 = Schools with an enrolment of 200 or less

2 = Schools with an enrolment of more than 200

Quotas are set by class which results in each category offering a different mix of classes for schools to participate in.

Innovations in Technology

The Innovations in Technology category has been proudly supported by Central Highlands Water for over a decade. It provides a unique but accessible challenge for students of all ages to engage with a one day activity during the EB.

In 2019, there will be three types of challenges in the Innovations in Technology category, Crafty Design, Junkyard Challenge and now the all new Moving Water challenge.

CRAFTY DESIGN

Ages: Open to Primary and Secondary students.

Class: A, B/C

Sections: Solar, Elastic or Mechanical Crafts or
Compressed Gas or Compressed Air Crafts

Quota: 40

Challenge: The challenge for Crafty Design is for the craft to travel under its own power, along a channel of 9.4 metres x 81.5 cm, carrying a reusable bottle filled with water (300 to 400ml).

MOVING WATER

Ages: Open to Primary and Secondary students.
Class: Open to Primary students in Years 3, 4, 5 & 6 (Class A) & Secondary students (Class B).
Sections: Solar, Elastic or Mechanical Crafts OR
Compressed Gas or Compressed Air Crafts
Quota: 10
Challenge: Teams must create a water cycle catchment model. The main aim is to represent a typical Australian catchment. The model should show pollutants entering the stormwater system as the water moves along and down the river. A further challenge is to move WATER from one side of the mountain to the other on your water cycle catchment model.

JUNKYARD CHALLENGE

Ages: Open to Primary and Secondary students.
Class: Open to Primary students in Years 3, 4, 5 & 6 (Class A) & Secondary students (Class B).
Quota: 12
Challenge: The Junkyard Challenge involves teams of 4 who will be provided with a range of materials useful to create an innovative structure standing at least 1.5 metre above the ground. The structure must support 4 x 1-kilogram weights supported at a minimum of 1 metre above the ground. 'Terrific Towers' will present participants with the challenge to build a tower and platform structure out of the resources provided in a 90-minute construction session (1.5 hrs). Each team has a range of tools and resources available to them.

Pushcarts

The Pushcart event is a challenging but enjoyable way of introducing energy use and technology to young students. The machines are based on the humble bilycart, and are pushed energetically through an obstacle course, sprint and circuit events.

The teams of up to ten students may obtain the assistance of other students, parents, friends, local trades people, community groups to build their pushcart.

Ages: Open to Primary students.
Class: A1, A2
Quota: 80
Challenge: To demonstrate their knowledge and understanding of their pushcart by assembling it in front of a panel of judges and completing a formal presentation. The carts are then pushed energetically through an obstacle course, sprint and circuit events.

Try-Athlon

The TryAthlon is often used as a way of including schools who were on the waitlist for the HPV category or for first time schools to get a taste for EB. It involves a time trial, obstacle course and an 8-hour endurance trial.

Quick pit stops, fast acceleration and smooth handling are the key to success in the Time Trial and Obstacle Rally, whilst the 8 Hour Endurance Trial is a chance to really stretch the riders legs. This is the most widely assessed category at the Energy Breakthrough. Entrants use the same design requirements as for Human Powered Vehicles (HPVs).

Ages: Open to Primary and Secondary students.
 Class: A, B, C, Open, All-Female (all classes)
 Challenge: To excel across a wide variety of challenges, including a Time Trial, Obstacle Rally and Endurance trial. Entrants use the same design requirements as for Human Powered Vehicles (HPVs).
 Category Class Quota: 70 teams

HPV

The HPV category is the most popular of the five, typically selling out within minutes as it is seen as the most challenging and therefore prestigious, featuring a 24-hour endurance trial in the secondary category.

Entrants design, build and compete, using a vehicle powered solely by human power.

Leading teams can cycle almost 900kms in 24 hours, with advanced materials such as carbon fibre, Kevlar and titanium infiltrating vehicle designs. But it's not just about the cutting edge – just the opportunity to participate keeps teams coming back year after year to pedal around the great lakeside circuits.

In 2016, Ormeau Woods State High School from QLD completed the most laps of all the teams, going around the extended circuit an impressive 567 times, breaking the event distance record by travelling more than 1000 kilometres.

Ages: Open to Primary and Secondary students.
 Class: A1, A2, B1, B2, C, Open, All-Female
 Challenge: To work as a team of students to design, build and compete using a vehicle powered solely by human power.
 Category Class Quota: Primary School = 90 teams
 Secondary School = 97 teams

EEV's (Energy Efficient Vehicles)

The EEV's category is open to secondary students only. It was designed to engage students with current industry trends towards electric vehicles, hybrid, solar, low emission and other alternative fuel vehicles. Suitable also for VCAL and Trade Training students, those interested in automotive systems, go kart designs and tinkering with motors – electric and petrol.

It is the most technically difficult challenge the program provides and teams often come up with ingenious drive systems that marvel judges. Some are extremely complicated, others are simple – but all are seeking an Energy Breakthrough.

The big challenge is seeing how far their limited fuel allocations can carry them in the 24-hour endurance trial (including a nine-hour lights-on period).

The EEV category is run in four sections:

- Hybrid 1: Pedal power, plus one other power source
- Hybrid 2: Two power sources, excluding pedal
- All-Electric: Electric power only
- All-Electric: Petrol only

Ages: Secondary students, VCAL and Trade Training students only
 Class: The classes are similar to the HPV categories, depending on entry levels within the four sections, however only open to secondary students
 Challenge: To work as a team of students to design, build and compete using a vehicle with an additional source/s of power or all sourced by an alternative power to the human kind.

Category Class Quota: The EEV's currently have a category quota of 30 teams and trial at the same as the secondary HPVs.

The EB attracts schools primarily from across Victoria however it also sees schools compete from interstate. It strives to cross divides of Public, Independent and Catholic. It sees tiny rural schools participating happily alongside large metropolitan schools. The students are passionate about the EB experience, from the team outfits and vehicle design, to the presentation of their learning and the challenge of an endurance trial.

With close to 6,000 people involved with the event daily, across the four days EB attracts:

23,000+ visitors
14,500+ spectators
8,500+ direct participants
56% female and **44%** male visitors
4,400+ female participants
900+ teachers
370+ teams
160+ schools (**90+** primary and **70+** secondary)

Event Program & Assessment

WEDNESDAY:

Schools start arriving as of Wednesday into what becomes another township on its own with camps being set up for up to a 4-night stay. The scrutineering, Design and Construction / Display and Presentations commence in the afternoon.

THURSDAY:

With close to 400 teams participating, the Scrutineering, Design and Construction / Display and Presentations start on the Thursday and continue through until 6pm on Friday.

FRIDAY:

Friday features the Pushcart Endurance event and Obstacle Course, the Try-Athlon Time Trial / Obstacle Course and the first leg of the HPV Primary Endurance Trial.

SATURDAY:

Saturday is jam-packed with second leg of the HPV Primary Endurance Trial, the Pushcart Sprint, a continuation of the Pushcart Obstacle course, Innovations in Technology, the TRYathlon Endurance, EEV's trial and the feature event, the secondary HPV endurance trial.

SUNDAY:

Schools pack down while the teams in the HPV endurance trial battle on to finish the 24-hour challenge at 1pm.

A spreadsheet can be found in Part B: Documentation and Appendices that outlines the activity that occurs on the track and judging and awards across the four days.

There are three program elements unique to the Energy Breakthrough:

Display & Presentation, sponsored by La Trobe University

A 20-minute presentation to judges for team members to demonstrate their knowledge and understanding of their entry. The assessment covers both oral and visual presentation.

Judges are asked to look for evidence of:

- Student involvement
- Levels of participation
- Teamwork and enthusiasm
- Individual contributions
- Understanding of the project

Design & Construction

An informal conversation assessing the student's understanding of the vehicle and the concepts involved in its design and construction. Criteria includes:

- Effort and input
- Innovation and Quality
- Understanding
- Safety: Design and Understanding
- Practicality, Stability & On-road Performance
- Driver Training and Skills Development
- Understanding of Environmental Issues
- Vehicle Weight

Trials

Thousands of students ranging in age from 9 to 19 push, pedal and pilot carts, human powered vehicles and energy efficient vehicles in dynamic tests that can last just a few minutes or as long as 24 hours.

How each of these are scored depends on the category and are detailed within the school's handbooks.

The Host Town & Event Site

With its ideal location in central parklands adjacent to Lake Victoria, Maryborough was chosen to host the Energy Breakthrough following its initial conception.

Maryborough provides an excellent setting with facilities available for camping and other events, plus its central location from all parts of Victoria. EB is the CGSC's largest annual tourism event, injecting over \$4.41 million* into the local tourism economy. The CGSC has contributed significant resources to the development of the 'Breakthrough' site over the past 28 years.

These improvements mean the same site is still used today featuring two great tracks, where teams representing their schools from across the state come together for the ultimate challenge after months of preparing and planning.

Featuring 10 turns, Track #1 is 1.58kilometres long and reflects real world conditions. This track is used for the Secondary HPVs, Energy Efficient Vehicles, the TRYathlon Sprint event and Obstacle course and the Pushcart Sprint event. It has a safe density level of 135 vehicles as deemed by RaceSafe in 2017/18.

The VicRoads Track (Track #2) is located between the Maryborough Caravan Park and the Princes Park oval. It is approximately 1.11 km long and includes a number of challenging left and right hand bends. This track is used for the HPV Primary 14-hour trial, the TRYathlon 8-hour trial and the Pushcart endurance event. It has a safe density level of 95 vehicles, again as deemed by RaceSafe.

The tracks are located on either side of Lake Victoria with permanent and temporary camping areas scattered throughout the EB precinct. Schools start arriving on the Wednesday when the site becomes a village of activity.

The above provides a summary of what EB is about, who is involved, how it works and when it happens. This detail can be used within grant applications and is particularly handy for those who are new to the event and need to gain a clear understanding.

SWOT Analysis

In a region with few hero events, EB's impact extends beyond the direct economic and social benefit to local businesses and the broader community; from the beneficiaries of donations received from fundraising groups, through to accommodation houses and businesses outside of the Central Goldfields Shire.

With some limitations around income platforms, the event now presents financial challenges to be cost neutral, without the sponsorship investment previously received from naming rights partner, RACV. These limitations relate to the Department of Education and Training reputational risks associated with sponsorship activities, namely companies that incorporate, tobacco sales, gaming venues, companies involved in the sale/promotion of alcohol, companies involved in the sale/promotion of firearms along with companies that encourage unhealthy food choices by young people. In addition, EB is not an event traditionally marketed, limiting the sponsorship benefits that can be offered and typically attractive to potential partners. As well as this, EB is not ticketed and only currently utilises one cash point for the festival, that being car parking. There are also concerns around the increasing costs for teams to participate. Yet, to build and sustain a new event of this size and nature, with the equivalent impact, could take years of committed resources and outlay, and again with no guarantee of financial sustainability.

EB is a large scale event and has a working format that has successfully grown and developed over time, however it requires clear understandings around required processes for contingency and succession purposes.

Defined roles are required across the working group for efficiencies, and a dedicated, passionate and skilled sponsorship employee or contractor capable of developing partnerships with likeminded businesses and stakeholders along with applying for grants is needed. This person must be passionate about the task at hand and will be a key driver in the pathway to profit.

Opportunities also exist to resolve engagement and communication gaps with workers, volunteers, businesses and stakeholders that will see long term benefits. This includes the need to establish a role for volunteer coordination which will better support volunteer management including recruitment, retention and recognition activities.

The most prominent threat is around financial sustainability and this should form the immediate focus for S.86 Committee. Whilst there are opportunities to look at change and growth for the future the current priority need is to establish long term partnerships with funding bodies/sponsors and put in place robust and transparent processes, decision making policies and reporting frameworks to support event sustainability in its current format.

There is scope to develop the event for the benefit of commercial and philanthropic partnerships, as well as profit opportunities. A thorough cost / benefit analysis must be conducted to best assure the outcome. This should occur at various stages including prior to, during and after the event.

The full SWOT can be found in Part B: Documentation and Appendices. The SWOT should be used as a living document and reviewed on a regular basis.

Action Area 1 - Partnerships

Overview

While EB is a joint venture between the CGSC and CEP, there is a whole tribe of partners including planning groups, volunteers, contract workers / staff, schools, sponsors and other stakeholders such as industry associations, service providers and local businesses, who all work together to deliver the iconic education event.

The term 'partnership' is often used to imply a mutually beneficial relationship, and as each partner plays a crucial role in the delivery of EB, it is essential for sustainability to not only consider what it is they do for the event, but what the event does in return for them to be able to fully appreciate, understand and then develop the relationship for the best outcomes.

Partnerships has been listed as Action Area 1 within the business plan as Sponsorship / Partnership / Funding will be key in paving the way to a better financial position with the support of a resourced position.

Partners & Stakeholders

There are now 2 partners with significant interest in the success of EB:

1. Central Goldfields Shire Council (CGSC)
2. Country Education Partnership (CEP)

There are also two committees and a network of schools that work together to deliver the education program and the celebration event. These include:

3. S.86 Committee
4. CEP Board
5. Approximately 160 different schools each year

The celebration event is then supported by the following groups and stakeholders:

6. Event Operations Group
7. Local Planning Group
8. Volunteers
9. Contractors / Staff
10. Sponsors
11. Other stakeholders such as service providers, community groups, local business

Until recent times, EB was a joint partnership between the CGSC, CEP and RACV. In April of 2018, RACV gave notice of its withdrawal from EB to occur as of 30 June 2018, after being partner of the program and event since 1992.

The arrangement with commercial partner RACV, supported the event development by helping take it to the next level providing opportunities to utilise their resources, not only financially but also with staffing and technical expertise. RACV assisted with the judging as well as developing the Energy Expo and the VIP marquee. In addition, they assisted with the marketing activities that surrounded the EB and provided useful contacts and relationships.

While RACV were naming rights sponsor, it was indeed a partnership. A shift in direction with relation to sponsorships made by company executives saw RACV hesitantly withdraw from what was a very long standing and successful partnership.

While the partnership with RACV came with many benefits, feedback from 2018 participants has been positive with those involved with the judging processes noticing a student-friendly tone and team approach, while staying true to judging criteria.

The EB is now a joint partnership between CGSC and CEP and is overseen by a Section 86 committee, established by the CGSC to govern EB on behalf of the CGSC.

1. Central Goldfields Shire Council

Located at the geographical centre of Victoria, Central Goldfields Shire is within one hour's drive of the regional centres of Ballarat and Bendigo and just two hours from Melbourne. The municipality covers an area of 1,532 square kilometres and at the 2016 Census has an estimated population of 13,000 people, with Maryborough making up almost 8,000 of this head count.

Central Goldfields Shire Council is led by our Executive Management Team which comprises of the Chief Executive Officer and three General Managers. The organisation is divided into three areas - Infrastructure Assets and Planning, Corporate Performance and Community Wellbeing.

The CGSC delegates responsibility for the EB event through a Section 86 Committee, sometimes referred to as the Governance Committee.

2. Country Education Partnership (CEP)

The CEP is a NFP organisation that supports the provision of education within rural and remote communities.

CEP is state and federally funded by the Departments of Education and Training, and is able to accept private contributions. It is governed by its own committee and has a team of 6 staff members, including an Executive Officer who also sits on the EB S.86 Committee. The EB program attributes to approximately 10% of the workload and focus undertaken by CEP staff and board members.

3. S.86 Committee

The S.86 Committee was originally established by CGSC through the instrument of delegation in 1996. The Structure of the S.86 Committee was most recently reviewed in 2017 to comply with the adoption of the EB Charter with the current instrument of delegation coming into effect on 22 May 2018. The Committee holds the delegated responsibility for the EB event and reports to the CGSC, governing all aspects of the event.

A special committee can be described as any committee to which the Council delegates a duty, function or power. When exercising a delegated power, duty or function, a special committee effectively "is the Council".

All special committees must comply with the rules for special committees in the Local Government Act 1989 (the Act). This includes delegation limits, meeting arrangements and conflicts of interest.

The current documented powers and duties of the S.86 committee, as sourced from the Council's instrument of delegation include:

Powers and functions:

1. in conjunction with the EB Operations Group, to plan, prepare, organise, manage and promote an annual event called Energy Breakthrough;
2. to preserve the integrity and significance of the event;
3. to generally promote the ideals of the event;
4. to operate petty cash float not exceed \$1000;

5. to determine event fees, including, but not limited to:
 - a. team entries;
 - b. vendor site fees;
 - c. car parking;
 - d. programme advertising; and
 - e. hay bale sales (post event)

Duties:

1. implement the event in conjunction with any Council appointed advisory committee(s);
2. consult with relevant stakeholders and report to council by 31 January 2019 with options and recommendations for the future management of the Event, including the option of a partnership agreement between Council, CEP and any other relevant party;
3. review the recommendations in the 2014/15 governance review and adopt and implement the recommendations to the extent they remain relevant;
4. prepare, review, update and submit to Council, a draft, 4-year Strategic Plan for the Event annually by 31 January;
5. regularly monitor performance against the strategic plan;
6. establish KPIs for each of the event objectives;
7. in relation to risk management
 - a. establish a Risk appetite Statement
 - b. regularly undertake a risk identification and evaluation process;
 - c. monitor implementation of risk management strategies
 - d. monitor significant changes in risk;
8. report to Council in relation to performance against KPIs - annually within three months of the Event.

The current committee membership comprises of:

- An Administrator of CGSC (Chair)
- CEO, CGSC
- General Manager Community Wellbeing, CGSC
- Executive Officer, CEP
- Committee for Maryborough/business
- Event Director

4. CEP Board

The Country Education Partnership is managed by a Committee of Management.

These people are elected annually by the members of the Partnership. It is chaired by an invited person with extensive expertise and knowledge of rural and remote education. In addition, a number of key stakeholders who have an interest in rural education within Victoria are represented on the committee of management.

The following details the current members of the Committee of Management:

- Chair
- Deputy Secretary (including Mark McLay from Avoca)
- Secretary
- Treasurer
- CEO Representatives
- Co-opted Member
- 9 x Current Committee members (including Jim O'Brien from Stawell)

5. Schools

Over 160 schools (90+ primary and 70+ secondary), participate in EB predominantly from regional areas of Victoria, but also throughout metropolitan Melbourne.

Chart 1 - School breakdown by location

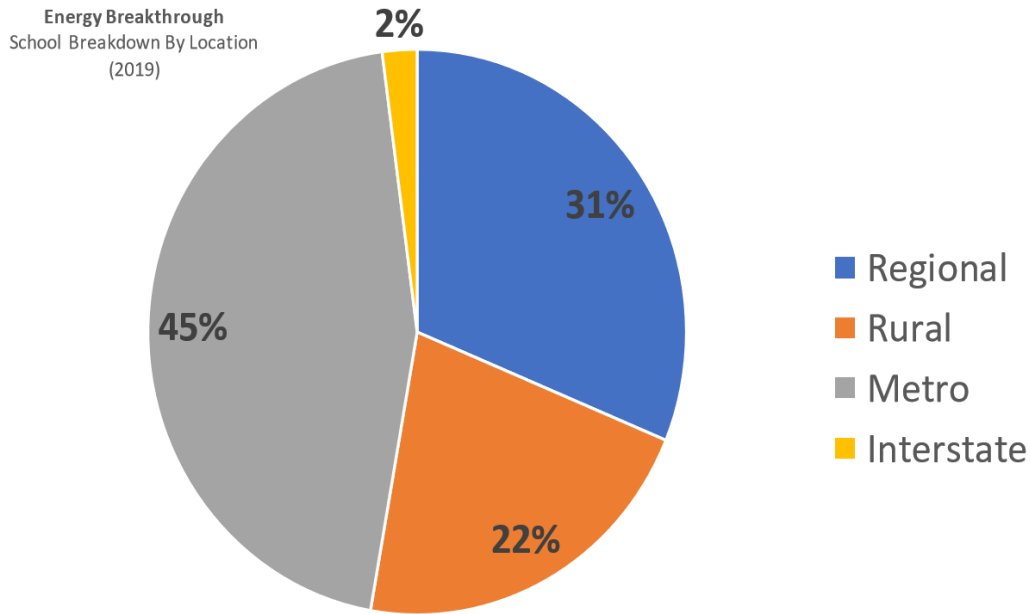
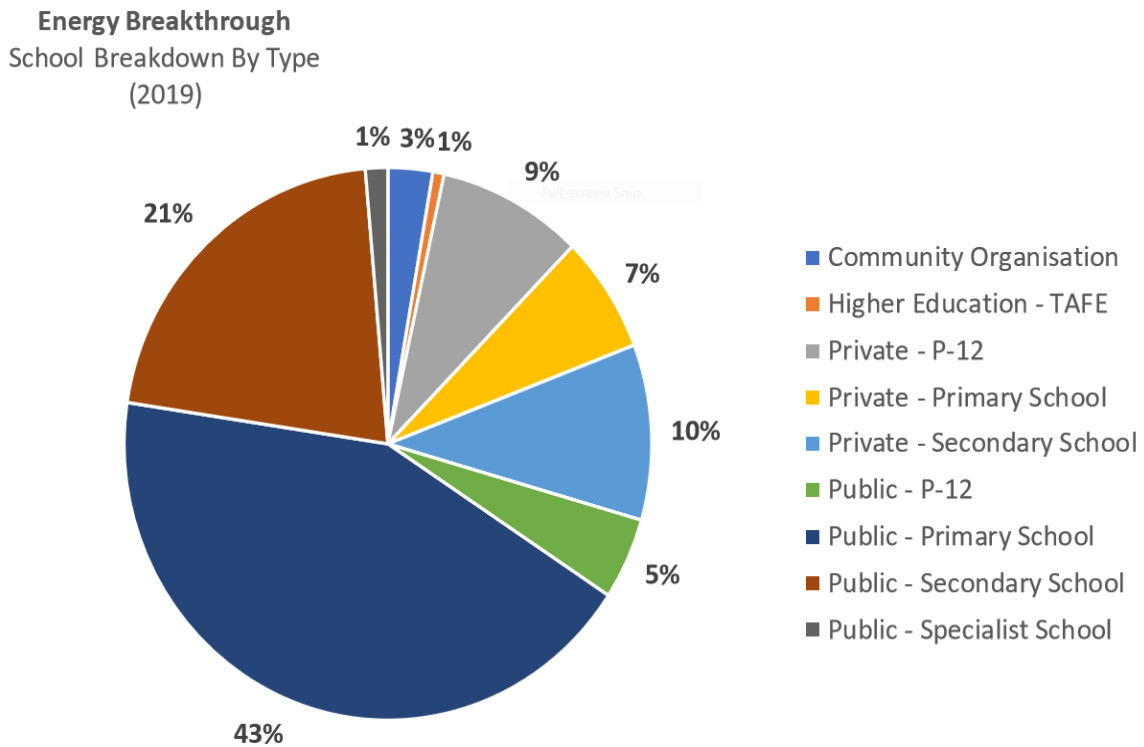


Chart 2 - School breakdown by type



7. Local Planning Group

The Local Planning Group includes the full membership of the Event Operations Group with the addition of key local volunteers, community groups and selected service providers. Any volunteer or interested person may attend meetings and in the past, local councillor representatives have been involved with the planning group.

The Local Planning Group meets mostly in the second half of the year and more regularly as the event gets closer. This has been highlighted as a barrier to community participation in event planning and innovation that occurs much earlier in the year in the events operation group.

At Local Planning Group meetings the emphasis is on sharing information across interest groups and coordinating local participation and volunteer efforts.

The planning groups includes the Event Operations Group detailed above **PLUS** local volunteers and service providers including:

- Volunteer leaders - Camping x 3
- Victoria Police Reps
- St John Ambulance Reps
- Schools Reps
- Colts Phelan Cricket Club Rep
- Tennis Club rep
- Maryborough Rotary Rep
- Waste Management Reps
- Local Marshal Groups
- Rural Ambulance Victoria
- Sponsors
- Maryborough District Health Service
- Asteria
- Event Coordinators
- CGSC Stagg
- Maryborough CFA
- Contractors
- Maryborough Caravan Park

8. Volunteers

Volunteers that are engaged can be broken into the following categories:

- University Students - La Trobe (LTU) & Australian Catholic University (ACU)
- CGSC volunteers
- CEP volunteers
- Community groups and sporting clubs
- School volunteers
- Individuals

An analysis of the volunteer database provides the following insights into the demographics of the EB Volunteer.

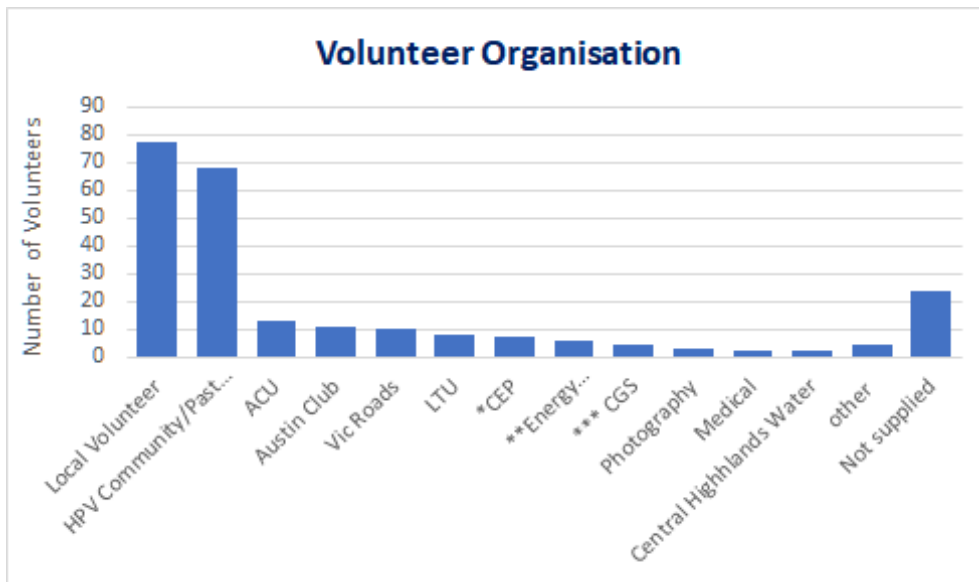


Chart 4 - Volunteer organisation

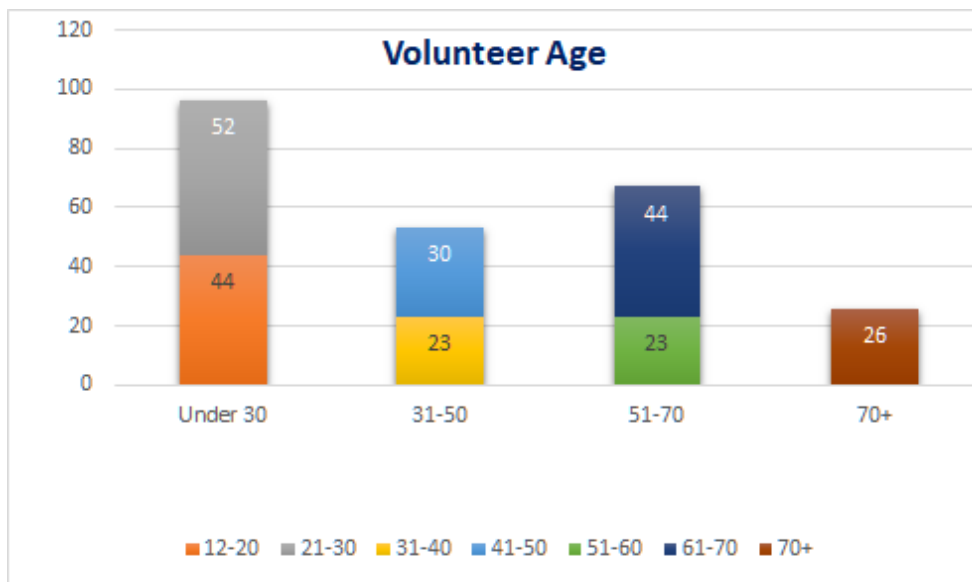


Chart 5 - Volunteer Age (numbers)

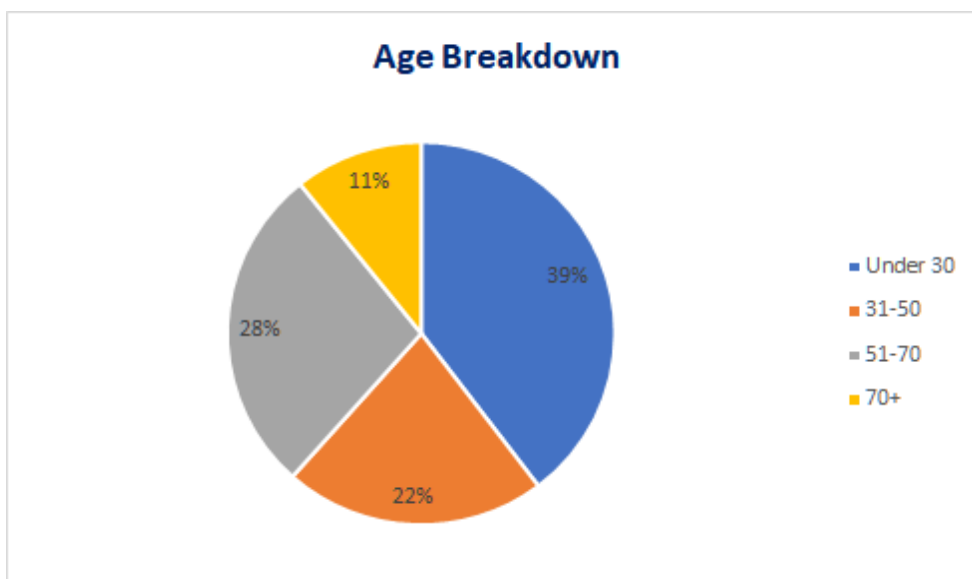
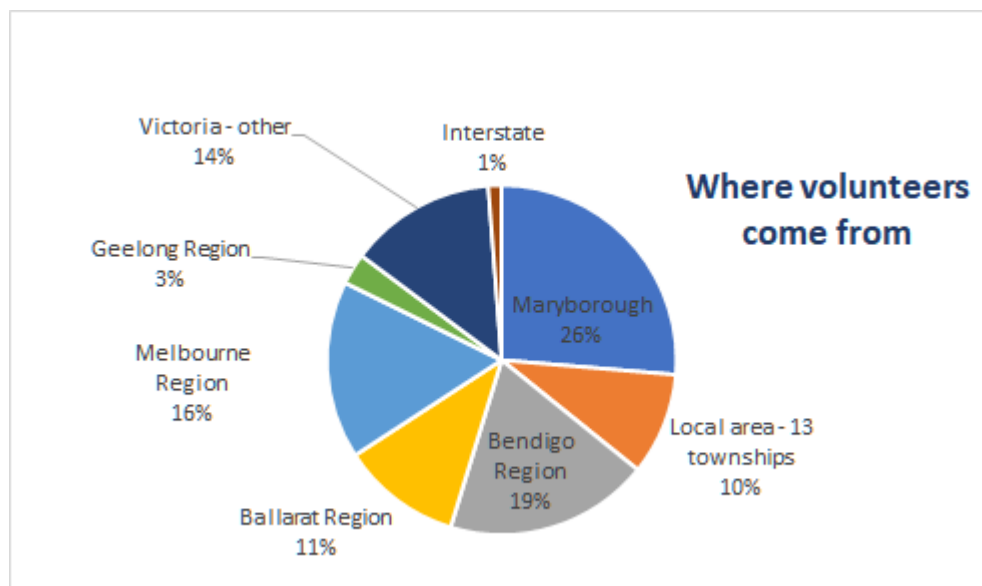


Chart 6 - Volunteer Age (percentage)

Chart 7 - Volunteer home location



It should be noted that the volunteer database contains 254 individual volunteer records. The contact details collected in the volunteer database are confined to volunteers that 'sign in' at the event through an electronic sign-in process at the administration centre. This does not typically include flag marshals who sign in at their marshal point when they arrive or community group volunteers who work directly within their group's designated role or function. For example, members of the local cricket club who are responsible for track set up & cleaning of council facilities.

It is recommended that the collection method of volunteer information be implemented in a consistent manner before, during and after the event with the aim of collecting contact details for all event volunteers (including volunteers provided by schools and community groups) with consider of Privacy Laws.

Local community groups involved in the event are listed below:

- Maryborough Football Netball Club - Catering
- Maryborough Rotary Club - Catering
- Rovers Football Netball Club - Catering
- Maryborough Tennis Club - Volunteer Catering
- Royal Park Football Netball Club - Catering
- Carisbrook CFA - Flag Marshals
- Colts Phelan Cricket Club - track and site set up and pack up, cleaning council facilities toilets and showers
- Maryborough Football and Netball Club - Waste management
- General Volunteering
 - Triathlon Club
 - Carisbrook Lions club
 - Salvation Army
 - Masonic Lodge
- Business volunteers
 - SONAC
 - True Foods

**it was noted during plan development that Asteria Services Inc have expressed an interest in becoming involved in a volunteer capacity.*

9. Contractors / Staff

Key contract staff include:

- Event Director - contracts to CGSC
- Education Officer - contracts to CEP
- Online Manager - contracts to CGSC

Key CGSC staff that contribute or have contributed to the delivery of the EB celebratory event include:

- CEO
- General Manager Community Wellbeing
- Manager Tourism Events and Culture
- Events Officer
- Recreation Officer
- Recreation Coordinator
- Finance Manager
- Accounts Payable Officer
- Procurement Manager
- Depot staff members

Key CEP staff (and volunteers) include:

- EO
- EB Project Officer
- A team of CEP Volunteers who assist over the celebration event

10. Current Sponsors

EB currently has 4 key sponsors outside of the joint venture partners (CEP & CGSC) as follows:

1. VicRoads: VicRoads are naming sponsors of Track #2 and have been involved with the EB since 2010.
2. La Trobe University: Came on board in 2014 and in recent times has doubled their investment into the event.
3. Central Highlands Water: Are naming rights sponsors of the Innovations in Technology which has a water element to the challenge both with the Working with Water (Crafty Design) and the all new Wet n Wild (Moving Water) categories.
4. True Foods: True Foods is one of the largest private employers in the Central Goldfields region and have been sponsoring the event since 2013.

It is understood that the S.86 Committee / Event Director are also in talks with Transurban with regards to a Transport Expo.

It is also important to acknowledge the larger number of sponsors involved with the program and celebration event who directly sponsor the individual schools involved, both within the Central Goldfields Shire and within the shire of the competing schools.

Collecting the number of sponsors each team has on board for post event analysis is a recommended question to be added to surveys.

11. Stakeholders

There are numerous stakeholders involved with EB, some are direct stakeholders (beneficiaries) from the program / event including:

- Service contractors that help deliver the event including shower and toilet hire, temporary fencing, grandstand hire, etc.

- Suppliers of goods including medals, caps, polos, etc.
- Event support hire / use, including Pipe Band hall, Maryborough Caravan Park, Maryborough Scout Hall

A comprehensive list of event providers including background on how local groups became involved is included in Part B: Documentation and Appendices.

Indirect stakeholders include:

- Local businesses & the community (those who profit directly because of EB in town, and those members of the community who benefit from the trickle down effect due to the economic impact on the local economy)
- Businesses who profit from the spend of schools in preparation for the event (i.e.: team outfits, purchase of vehicles, safety gear, trial runs in other locations, classroom resources, etc)

Sponsor Partnerships

Success in securing sponsorship can have a dramatic impact on an organisation's revenue and therefore ability to develop and remain financially sustainable. Outdoor events in particular often seek financial security through sponsorship, both paid and contra, due to the high costs involved, not only to stage but also to organise.

Many organisations look to sponsorship as a last-minute attempt to secure much needed funds or a simple sales activity, however sponsorship is no longer just a fund-raising activity, it is an investment into a partnership and a joint marketing activity. Where many fall down is by not allocating enough resources towards the full sponsorship management process; spending time on repeat activities that don't generate a positive outcome and a general lack of understanding or attempt to understand the needs of both the potential and current sponsors.

Quite often sponsorship is managed by a team of people, such is the case of EB, as investing time and resources can be a difficult step to take due to the uncertainty around outcomes, however not investing into sponsorship can have worse consequences.

Members of the S.86 Committee agree that sponsorship is an area that requires attention moving forward and the establishment of a Sponsorship & Grants Coordinator role will ensure an increased focus on attracting and retaining sponsors to EB. This role would also focus on grant applications whether they be putting cash towards the bottom line or helping develop the event, indirectly helping the bottom line.

This section of the business plan will provide an overview of the recommended sponsorship approach and provide action areas that will result in long term gain.

Current status

Sponsorship has recently been managed by the S.86 Committee and then delivered by members of the operations teams, including the Event Director and Education Officer. The 2018 event sponsors are all long term sponsors and included:

- VicRoads are currently Silver Partners (SP2). Since 2014/15 budget, VicRoads partnership has increased from Bronze (BP1) to Silver (SP2) due to naming rights of Track #2. VicRoads also contribute in-kind with recruitment and transport of VicRoads employees to volunteer at the EB event
- La Trobe University are currently Bronze Partners (BP1). Since the 2014/15 budget, La Trobe University sponsorship has increased from Bronze (BP2) to Bronze (BP1). La Trobe University also contribute in-kind in several areas including access to facilities to run EB focused workshops, prize packs for winning

teams, T-shirts for volunteer judges (university branded) access to social media, online communication and campus communication mediums,

- Central Highlands Water sponsorship investment has remained steady at the Bronze Partner (BP2) level since the 2014/15 budget which could be addressed.
- True Foods sponsorship has decreased since initially coming on as Bronze Partners (BP2) and now sits below the standard sponsorship package levels.

Sponsorship levels as per 2017 Sponsorship opportunities pack:

Gold Partner (GP1)	\$100,000+
Gold Partner (GP2)	\$75,000+
Silver Partner (SP1)	\$50,000+
Silver Partner (SP2)	\$30,000+
Bronze Partner (BP1)	\$15,000+
Bronze partner (BP2)	\$5,000+

The 2018 sponsorship totals \$52,000 and together represents 15.06% of the revenue, in-line with the average from the small benchmarking survey conducted as part of this plan.

The partner organisations also contribute towards event sponsorship.

CEP have been contributing \$50,000 as a cash sponsorship line, which is funded specifically for EB through the Victoria State Government Department of Education and Training funding agreement. The CEP board has added an additional \$5,000 PA to this amount following the departure of RACV prior to the 2018 event. The CGSC invest \$25,000 as a cash sponsorship line, meaning the 2018 total sponsorship was \$132,000, 38.23% of the total event revenue.

Long term sponsorship growth and development will result in less financial investment of both the CGSC and CEP, allowing opportunity to invest that money into other activity. This could also be reinvested into activating the event. For example, CEP could activate the teachers lounge and engage with schools about other education program opportunities available, whereas the CGSC could work together with the regional gold prospecting businesses and tourism operators to promote a gold prospecting getaway for families or otherwise in line with the tourism strategy.

Additional information of past and current sponsors is detailed in Action Area 2 - Financial Sustainability.

Sponsorship market

There is an increasing number of events and NFP organisations seeking the corporate dollar in today's commercial world. Additionally, there are often numerous local paid membership based groups in industries such as tourism and commerce. This is on top of a multitude of cost-effective digital marketing platforms among now cheaper traditional marketing options companies are presented with.

It is a competitive market, and to be successful within it, a pitch, proposal or application must cut through this clutter to find likeminded businesses who value the tailored marketing opportunities and engagement benefits that sponsorship can bring.

EB is unique in its nature. It is a program that runs for 6 months of the year that culminates in a 4-day celebration event. It brings together education, tourism and families with a focus on developing skills in Science, Technology, Engineering and Math. Close to 5,000 visitors per day call the Central Goldfields Shire home for up to 4 days, many of them students of both primary and secondary school ages.

Parents, teachers and volunteers along with partners, spectators and stakeholders make up the remainder of the attendees.

While there are some limitations as directed by the Victorian Government Department of Education and Early Childhood Development's (DEECD), School Partnerships and Sponsorships Policy, there are also plenty of sponsorship opportunities for an event so unique and broad in nature. The right sponsorship seeker together with a comprehensive sponsorship strategy and plan will help tap into these potential partners.

The following are some industries / markets for the EB sponsorship seeker to consider targeting after further research:

General:

- Road & Transport (i.e.: federal / state or locally supported initiatives / programs that focus on improving safety, infrastructure, travel experiences)
- Energy companies (i.e.: providers and / or retailers)
- Environment / Sustainability (i.e.: wind power / solar farms)
- Government (Department of Education, Environmental Protection Agency)
- Cycling
- Automotive (i.e.: target automotive companies who target families and are advanced or trying to advance in research and production of vehicles that run on alternative sources of power)
- Waste & Recycling (i.e.: Grampians Central West Waste & Resource Recovery Group)
- Insurance (i.e.: home, travel)

Targeted at Teachers / Schools:

- Educational Software, Teachers Aids, Resources (i.e.: Wolfram, Kookaburra Educational Resources)
- Education / Leadership courses (i.e.: Bastow Institute of Educational Leadership, Victorian Curriculum and Assessment Authority)
- STEM in schools programs (i.e.: CSIRO STEM Professionals in Schools)

Targeted at Students:

Higher education (this is currently covered off with La Trobe University)

- Retail brands (i.e.: Supré, Adidas, Sportsgirl, Cotton On)
- Digital communications or retailers (i.e.: Samsung, JB-HiFi, Bi-Rite Electrical)
- Sporting brands (i.e.: skate / surf brands)
- Tour companies (i.e.: Contiki, Intrepid)

Families:

- Grocery Market (i.e.: Supermarkets, doesn't have to be local to Maryborough)
- Associations who market on behalf of a fresh produce industry (i.e.: Australian Bananas Growers Council)
- "Healthy" Eating Brands (i.e.: Carmens, Boost Juice, Sanitarium)
- Communications (i.e.: Telstra, Optus)

Other:

- Businesses who need to engage with the community (i.e.: developers)
- New technology (i.e.: 3D printers)
- Other relevant funded programs that have the budget to attend events, i.e.: Grampians Central West Waste & Resource Recovery Group

During the Business Plan process, Oregional Collective made contact with Grampians Central West Waste & Resource Recovery Group (GCWW&RRG) who are keen to start conversations around partnership / sponsorship of the event. It is recommended that conversations are started with GCWW&RRG for the 2019 event by a nominated member of the S.86 Committee prior to a Sponsorship & Grants Coordinator starting.

Many "big brands" will have agencies that filter sponsorship proposals for their clients. Developing a list of agencies, starting with those who are located in Melbourne, would be beneficial in the hunt for sponsors. A recommended start here is to follow AdNews on Facebook or look at their website for top agencies.

The above is a small snapshot of what areas the focus should be directed. We recommend to conduct a sponsorship brainstorming session following a S.86 Committee meeting with the Partnerships team and document specific businesses that would be a good fit for partnership, prioritising the likelihood and in particular those where relationships and contacts are already established. Considering the individual needs of businesses will in many cases add to the live sponsorship inventory list.

Additionally, it is recommended that key members of the S.86 Committee (and Partnerships team) attend part of a scheduled CEP Board meeting to discuss potential sponsors as well as ways to attract donations from education philanthropists via their contacts which could include some from CEP's membership program.

EB's Sponsorship Inventory

The sponsorship inventory list as already established is comprehensive in nature. Some other benefits / assets for EB could include:

- Naming rights to a day of the event (i.e.: Presentations and Scrutineering Day, presented by "Officeworks")
- Preferred Supplier status (this could be used for service suppliers that provide discounts)
- Product endorsement
- Weekly EB Tips, brought to you by
- Weekly health / sustainability (etc) tips, brought to you by....
- Podcast / interviews / online chat / webinar opportunities relevant to the program (by the sponsor or on behalf of the sponsor)
- Introductions / access to other partners
- Logos on media wall / presentation wall
- Sponsors lap / trial
- Opportunity to run database collecting / recruitment activities on-site
- Branded water stations / bubblers (for Central Highlands Water)
- Opportunity to include sponsorship research question within post event surveys

It is recommended that these are added to a live list that the Partnerships team and other members can contribute ideas as well as contacts. This could be done via the GDrive or preferably by a project management platform such as ASANA.

Sponsorship Strategy

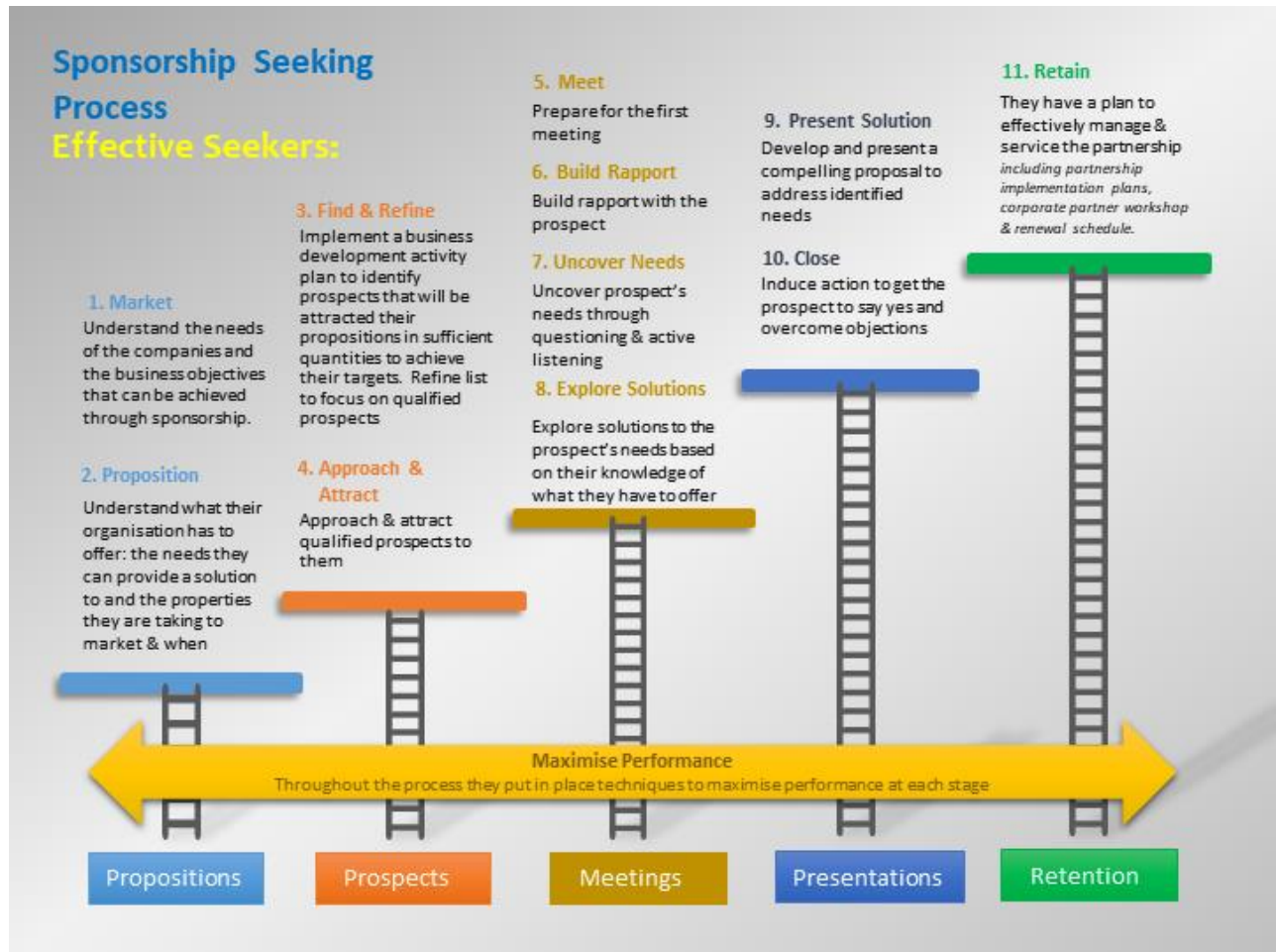
Sponsorship is a year-round process for events and the Effective Seekers Sponsorship Seeking Process in the Richard Wooward & Associates book, *How to Attract & Retain Sponsors & Partners 2017*, summarises the various steps that are involved for the new Sponsorship & Grants Coordinator.

Generally, to be effective in this new role as recommended, the Sponsorship & Grants coordinator must:

- Have an effective process; a sequence of activity they move through, successfully completing one stage of the process before moving on to the next.
- Demonstrate the required competencies (attitudes, skills and knowledge) throughout the process. Refer to Event Management Tool Kit for a list of required competencies useful for the recruitment process.
- Have a written strategy endorsed by the S.86 Committee.

The below diagram has been adapted from the *How to Attract & Retain Sponsors & Partners 2017* as referred to above, and provides a good guide to develop the sponsorship strategy.

Diagram 1 - Sponsorship seeking process



Investing in and Growing Sponsorship

There is no doubt, growing sponsorship is hard work, but partners attract partners, so it is important that resources are invested into getting the frameworks right initially.

The proposed structure sees the Sponsorship & Grants Coordinator sit primarily with CEP. There are a few reasons for this recommendation:

- EB is just one of the programs / services that CEP offers to schools across the state. They have a need to raise funds themselves and it should be considered to extend the position to allow that role to connect with sponsors and apply for grants in other areas of CEP requiring it.
- While it is recommended that local business engagement sit under the CGSC Event Officer position, potential sponsors of the scale EB require are more likely to be interested in supporting the education element, the trial element and connecting to the audience. This is something closer to CEP.
- While local businesses / donors might “donate” back to the event (i.e.: hospitality operators who are unable to partner due to the DEECD policy), it could be assumed that most potential philanthropic donors would be passionate about STEM and education and more likely to donate to CEP over a CGSC event.

Consideration should also be given to the marketing function and where that sits in the final structure as sponsorship roles work effectively with marketing roles.

A full review of the sponsorship opportunities guide has been undertaken and provided as a separate document for discussion / changes. This will be a starting point to a three-part process required that adequately manage partnership relationships.

While every person has a role to play and will continue to have a role to play with sponsorship, particularly in considering what relationships they have to drive initial conversations, currently the sponsorship tasks are being performed by varying people which is distributing the responsibility and not best practice.

Additional information on what needs to be considered in this area is included in Event Management Toolkit in Part B: Documentation and Appendices.

Benchmarking Sponsorship / Events

A survey was created in attempt to provide benchmark data for this business plan as no pre-existing data could be sourced despite desktop research; contact with Tourism Australia, the Tilma Group, REMPLAN and the Victorian Tourism Industry Council. This research gap in the events industry has been apparent for some time and this request again supports the push for a bigger research project, something Oregional Collective has started to pursue with relevant industry bodies.

The survey was pushed out to contacts of Oregional Collective as well as the Tilma Group. It still remains open and currently stands at 6 responses. They are all annual, outdoor, not-for-profit, and regional events held across Australia, 5 of them in Victoria.

While the survey response was low, there were a few similarities with the responses:

- Sponsorship accounted for 10% of the overall event income for 5 out of the 6 respondents (average of 15%). The event where sponsorship accounted for 30% of revenue primary purpose was to fundraise for 4 local charities and has a high rate of in-kind sponsorship. EB current sponsorship revenue sits at 15% excluding CGSC and CEP contributions and 38% including those contributions.
- With exclusion to the Council ran and funded event, 4 of the respondents were supported by either or all of state, federal or council funding (average of 23.75%). The one event who doesn't have the support of their local council do not have large set up costs in comparison to the others.
- Exhibitor fees were a notable source of income.
- In all cases, the local council calculated the economic impact of the event.

Confidential summaries of the 6 responses received can be found in Part B: Documentation and Appendices.

Sponsorship / Partnership / Funding will be key in paving the way to a better financial position. The following actions will support improved sponsorship management and should be seen as immediate action areas for this plan. The additional recommendations will need some further consideration by the S.86 Committee before a decision can be made to accept them as an action.

ACTIONS:

- Establish and promote a job role for Sponsorship & Grants Coordinator, who will develop the Sponsorship Strategy that is supported / approved by the S.86 Committee. The establishment of this role, where it sits, who it reports to and the HR processes involved will be determined upon the final structure agreement between CEP & CGSC.
- Update the Sponsorship and Advertising package documents where in agreeance with recommendations. Both packages have been reviewed in February 2019 and provided to the S.86 Committee for consideration. Distribute and upload revised documents accordingly.
- Explore opportunities for the CGSC CEO to meet and discuss EB with a representative from the Department of Education & Training together with CEP while still in discussions about the new 3-year

agreement between the Department and CEP. This opportunity could lead to increased funding direct to EB (via CEP) from the Government or otherwise open up doors for other revenue streams.

- Prior to or upon the recruitment of a Sponsorship & Grants Coordinator, conduct a sponsorship brainstorming session with members of the Partnerships Team to document specific businesses that would be a good fit for sponsorship. Include advertising agencies (and their relevant clients / brands) as part of this hit list.
- Send invitations to potential sponsors to attend to the event, who would then be hosted by available members of the S.86 Committee along with the Sponsorship & Grants Coordinator.

RECOMMENDATIONS:

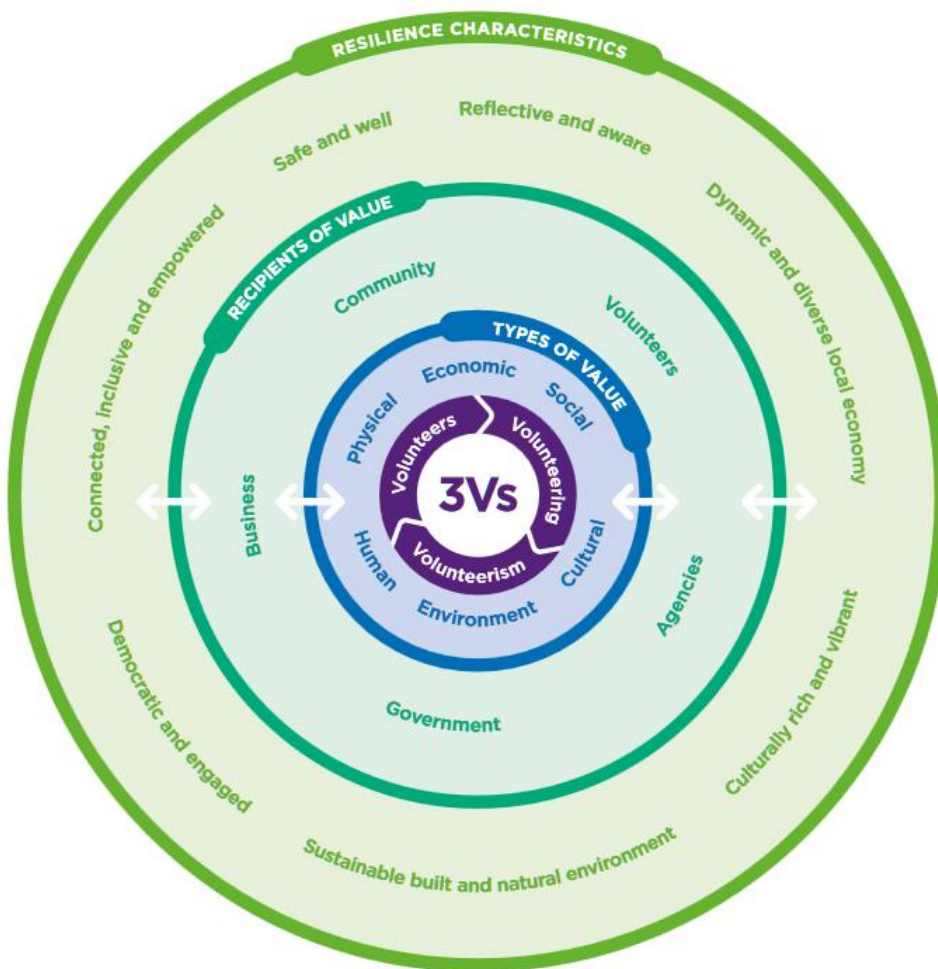
- Under the proposed structure we are recommending the inclusion of a Partnerships team to better support the community, volunteers, business and sponsors.
- Continue to add to the live inventory list on what EB (the event and the program) have to offer. Add to the share drive or project management platform (i.e.: Asana) to encourage and allow input from the partnerships team.

Volunteers

Volunteering is time willingly given for the common good and without financial gain - Volunteer Australia's definition

Event documentation highlights an impressive amount of volunteer participation in the event undoubtedly confirming volunteer sustainability as a key success factor for the event. Although the concept of volunteer inclusion can seem simple, the changing environment in the way people like to engage in volunteering along with their expectations play an important role in volunteer sustainability.

Diagram 2 - 3 Vs of volunteering



For the purpose of this plan it is important to consider different aspects of the volunteer experience which can be easily described using the descriptions contained in the Emergency Management Victoria 2017 Interim report the 3Vs.

Volunteers: The people who do the work in the community before, during and after the event

Volunteering: The activities themselves that support event management

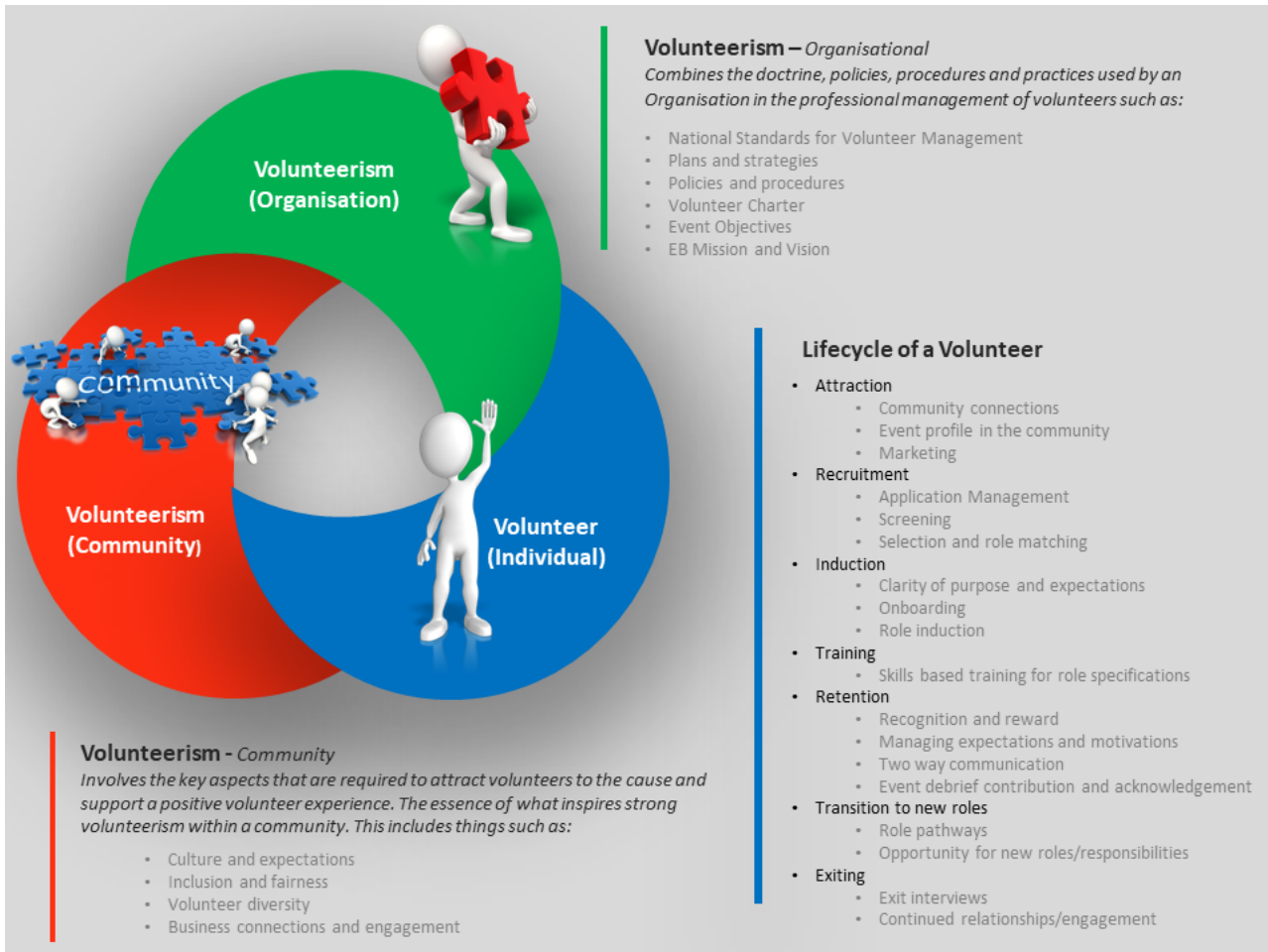
Volunteerism: The culture within organisations and the culture within the community

The interim report looks to better understand the value of volunteering considering the 3Vs. The diagram to the left demonstrates how broad the value is for the local community and the individual when considered in this way.

For Maryborough and district this is an important consideration for CGSC in support of the work that already occurs around social participation and work readiness particularly linking to the expansive work across Go Goldfields.

When considering the supports that can be put in place to improve the volunteering experience and in turn increase volunteer participation rates for EB the focus should first be on Volunteerism as the priority with key links to multiple aspects of the volunteer lifecycle.

Diagram 3 - Volunteerism and Volunteer Lifecycle



Many of the activities that need to occur to improve volunteer management sit within improved governance structures. Under the proposed new structure there is a higher level of importance placed on partnerships which includes volunteers. It is this group that would focus on ways to make a number of improvements across volunteerism and support to the volunteer.

Considering the lifecycle of a volunteer is a great way to look for areas where you are doing well and other areas of opportunity to improve or innovate.

The 7 key stages have been highlighted below with some recommendations to support better volunteer management practices.

- **Attraction**
 - Implementation of the proposed governance structure to support improved community connections - partnerships team
 - Marketing changes to incorporate diversity in volunteering opportunities before, during and after the event
- **Recruitment**
 - Have the online portal for volunteer applications open all year round
 - Implement screening practices that considers adequate measures to ensure the safety of all event participants
 - Document key volunteering roles and target recruitment campaigns to meet these needs now and into the future

- Induction
 - Documented Position Descriptions to provide clarity of purpose and expectations
 - Collection of volunteer details for inclusion in volunteer database
 - Documented process to better support Onboarding
 - Role induction
 - Confirmation of support that will be provided to aid participation - this may include Accommodation, Meals and reimbursement of out of pocket expenses.
- Training
 - Skills based training for role specifications
 - Clear documented expectations of training requirements and the process for keeping training records up to date.
- Retention
 - Development of a volunteer recognition register supporting nominations of volunteers who go the extra mile
 - Improved transparency around decision making practices through the development of a Policy relating to induction into the Hall of Fame
 - Consider ways to celebrate volunteer contribution - community event, certificates, inclusion in Australia Day awards ceremony, badges signifying long service
 - Ongoing and timely communication (all year round)
 - Event debrief contribution and acknowledgement
- Transition to new roles
 - Documented volunteer role opportunities and pathways to upskill and transition to new roles
 - Development and implementation of a succession plan considering key volunteer roles
- Exiting
 - Exit interview process to be considered for volunteers who no longer participate

Volunteer Management

The topic of volunteer management is covered later in the plan and provides details of the current and proposed structure for volunteer management in Action Area 3 - Structure & Human Resources.

Under the proposed structure in the same section we are recommending the inclusion of a Volunteer Coordinator role. This role would be responsible for the overall management of the volunteer program. Whilst the Volunteer Coordinator holds accountability for the effective and safe management of volunteers it is reasonable to accept that the ways in which volunteers are currently targeted and recruited can be retained and incorporated under the guidance of the Volunteer Coordinator which should include:

- Recruitment
- Retention and recognition
- Development of Position Descriptions
- Coordination of training
- Volunteer records management
- Communication of relevant policies and procedures
- Volunteer conflict management, grievances and disputes
- Facilitation of volunteer input into decision making and event debrief activities
- Volunteer support - meals, accommodation, reimbursement of expenses

During the development of this plan it has been highlighted that a lack of transparency in decision making and equality across volunteer groups has been the cause of disengagement with some volunteers. Having a centralised Volunteer Coordinator will go some way to addressing these issues.

This role could be performed by a contracted professional or alternatively could look to implement a Volunteer Leadership Team that would share responsibilities through ownership of specific portfolios shared with individuals within the team. For the purpose of this plan any reference to Volunteer Coordinator in the proposed new structure is interchangeable with the words Volunteer Leadership Team (VLT) as an alternative approach in introducing the role of Volunteer Coordinator.

Volunteerism

The work required to support volunteerism will in many aspects be covered off in other areas of this plan including the section on Governance. The EB whilst a very successful event that is implemented year after year is done under the umbrella of a dedicated team of people (employees, contractors and volunteers) who know how to get things done. There is a great deal of good will that comes into the equation and passion for the event and its outcomes.

The implementation of many of the actions and recommendations in this plan will translate across to support volunteerism. In particular the creation of policies and procedures, improving community and business connections, volunteer diversity and solid values to support event culture support this.

The volunteerism focus therefore in this section of the plan is on supporting improved volunteer management practices.

National Standards for Volunteer Involvement

The knowledge and resources required to work with event volunteers can be sourced in a number of locations however we would recommend Volunteering Australia as the go to subject matter expert and in particular the National Standards for Volunteer Involvement¹ which provide a framework for supporting the volunteer sector in Australia. They provide good practice guidelines for organisations to attract, manage and retain volunteers, and help improve the volunteer experience. They are recognised within Australia as the best practice framework for volunteer involvement.

Whilst these guidelines would be best suited to the organisation in volunteer management for all volunteers (CGSC and CEP) many of the guiding principles will assist decision making relating to improved governance structure for EB event volunteer purposes.

The standards cover:

1. Leadership and management
2. Commitment to volunteer involvement
3. Volunteer roles
4. Recruitment and selection
5. Support and development
6. Workplace safety and wellbeing
7. Volunteer recognition
8. Quality management and continuous improvement

The Standards can be used in a number of ways including:

- As a general guide to good practice;
- As an audit tool that provides a picture of how well the organisation is performing against best practice for volunteer involvement;
- As a guideline or checklist to help identify opportunities for making improvements;
- As a baseline from which progress in making improvements can be monitored and measured;
- As a way of gaining formal recognition for good practice from Volunteering Australia by meeting the National Standards.

A self-assessment tool is also available to work towards achieving the national standards.

¹ www.volunteeringaustralia.org/resources/national-standards-and-supporting-material/#/

National Volunteer Guide

With in excess of 800 volunteers participating in the event it is important that legal obligations are known and considered before, during and after the event.

NFP Law, a program of *Justice Connect*, is a social justice organisation and community legal service who provide free and low cost, practical legal resources, training and advice to community organisations. As part of this support for not-for-profit organisations they provide advice and resources focused specifically on volunteer management which can further support EB in improved practices and understanding in this area.

NFP Law has produced a National Volunteer Guide² that can support the Risk Mitigation & planning team (under the proposed structure) or the Section 86 committee (under the current structure) in this area. The guide provides an overview of the key legal obligations organisations owe volunteers and provides practical examples, template documents and tips to assist in their understanding.

This includes providing guidance on

- The legal differences between a volunteer, employee and independent contractor
- Understanding your legal obligations in relation to the volunteer safety
- Protecting volunteers from unlawful workplace behaviour
- Recruiting, inducting, managing performance and ending the volunteer relationship, and
- Organisational issues applicable to volunteers.

Recruitment and retention

The way in which people volunteer in 2019 is vastly different to previous decades particularly when it comes to young people. This needs to be considered and incorporated into recruitment programs and development of volunteer roles and position descriptions.

In 2016, Volunteering Australia released the State of volunteering in Australia report.³ This report provides some insight into the changing trends in volunteering in this country. Two of the key findings should be considered when looking at adapting event volunteering opportunities to meet the needs of current and potential volunteers.

Key Finding No 4 in the report highlighted that *many volunteers are deterred from volunteering because of lack of flexibility, personal expenses incurred, lack of reimbursement for out of pocket expenses, and burdensome administrative requirements.* This is further supported in the EB Community survey 2018 where 42% of respondents stated that flexibility of time commitment enabled them to volunteer in other ways in the local community on top of an additional 24% highlighting the ability to work from home another enabler.

The other relevant finding is Key Finding No 7 - *Online methods of recruitment and volunteering could complement the needs of future volunteers. This would be beneficial in two key areas: recruitment and virtual volunteering. Volunteers under 24 years old used an online source (i.e. GoVolunteer or Seek Volunteer, or the volunteer involving organisation's website) to look for volunteering opportunities (28 per cent). 44 percent of volunteers have engaged in virtual volunteering in the last 12 months, with 19 per cent interested in doing so in the future. This involves undertaking volunteering tasks online, such as managing social media. To continue to engage a wide range of volunteers, employing online methods of recruitment and facilitating virtual volunteering is essential.*

There are benefits in expanding the volunteer opportunities to include planning and event management activities that occur all year round. This would ease the workload placed on the limited contracted roles and support staff particularly at CGSC who in some instances have noted the entire month of November dedicated

² www.nfplaw.org.au/volunteers

³ www.volunteeringaustralia.org/wp-content/uploads/State-of-Volunteering-in-Australia-full-report.pdf

to EB activities and event implementation. These opportunities would need to be skills based and could suit students wanting to develop a portfolio of work in their desired career path or retired/semi-retired people with project management or other relevant skills. This concept was further supported through the community survey with one respondent commenting that publicising opportunities for volunteering outside the actual weekend event would be welcomed.

What the volunteers had to say - Volunteer survey highlights March 2019

- 35% of volunteers have volunteered less than 2 years at the event
- 52% of volunteers were aged over 50 years (50% of those aged over 65 years)
- Of those volunteers surveyed 24% were aged between 16-25 years
- 32% of volunteers were motivated to volunteer as past participants of the event
- Almost half of volunteers said they volunteered in excess of 20 hours at the event
- 60% volunteered in an individual capacity
- Areas that were highlighted for improvement included:
 - improved training for scrutineers and judges
 - saying thank you to volunteers
 - better communication

General comments:

'I am rather committed to the philosophy of the event; the educational aspects; the people who are also involved and the widespread of people that this event captivates'

'organisers are extremely supportive. Fellow volunteers friendly. Students and parents appreciative.'

'I love volunteering at this event! It's run by such enthusiastic and helpful group of people. The skills that are learnt, are transferred into industry/career and I've employed many volunteers from EB in my professional career'

'find a way to thank all volunteers'

**The survey was distributed to over 290 volunteers directly through the volunteer database and made available via the EB website and social media channels, through partner organisations social media channels and through print media with the Maryborough Advertiser. The survey had 56 respondents.*

The full survey results can be found in Part B: Documentation and Appendices

The recommended changes to the Governance structure will enable better Volunteer recognition, engagement and participation in the event from planning through to implementation and review.

The following recommendations will support improvements in volunteer management and the volunteer experience.

- Creation of a Volunteer Handbook to bring everything into one location. It should include PDs training, mandatory requirements, pathways, recognition register, reporting lines and complaints management as a minimum
- Bring all the information together in one place for the volunteer database - include mandatory checks (WWCC, marshal training complete) next of kin. Store this information on shared drive with consideration to privacy laws. Ensure all volunteer use the single point of registration regardless of role being performed.

- Trial a Volunteer Leadership Team structure to hold the responsibility of the Volunteer Coordinator role. Success will be highly dependent on the documentation and clarity of role and responsibilities - this can be facilitated through the development of terms of reference. The other key success factor will rest with the selection of membership to support shared workload and provide a diversity of skills, networks and experience in volunteer management.
- Consider pre event activities/actions that can be undertaken by volunteers. This will support flexibility, ability to work from home and increased community ownership of the event.
- To assist with emerging volunteer fatigue within some of the local volunteer groups it is recommended that the volunteer rostering system that is used to support the Primary School divisions be modified and implemented in the Secondary School divisions. This involves the requirement for Primary Schools to provide volunteers to act as track marshals in the primary school divisions. To support concerns around level of experience and the faster paced nature of these events the following points should be considered:
 - Introduce a buddy/mentoring system which in the first year would involve matching existing volunteer marshals (from within the local community) with the school marshals
 - In subsequent years have the school requirement for rostering include the need to roster 2 volunteers one needing to be experienced in marshalling at the senior event. This will need to be recorded as a mandatory requirement on the volunteer database.
 - Use the experienced local volunteer teams of Marshals for those marshalling sites that are regarded as high risk
 - Adjusting the training package to address any concerns that have been raised by the event team regarding the higher level of skills required to implement this role in the Secondary School categories

Business/Community Engagement

In the development of this plan there was a strong emphasis on how to create increased community ownership of the event including improved support from local businesses. These two areas whilst interconnected and relevant to each other will require different tactics to build these improvements over the coming years.

Business

It has been noted through many of the engagement activities that over a number of years the interest shown in the event from the business community has decreased and in many people's eyes is seen as non-existent. Whilst event sponsorship is limited, the local business community has demonstrated its ongoing support of the event through the direct sponsorship of participating schools. For the three participating Maryborough schools (Highview, MEC and St Augustine's), 76 individual businesses provided sponsorship funding with 14 of these supporting multiple schools. It is also reasonable to assume that local businesses would extend their support to outlying schools including Carisbrook PS and Avoca PS. This is an increased pressure felt by local businesses when they are then asked to support the overall event through a sponsorship partnership.

The CGSC should consider opportunities to recognise this commitment through the regular communication streams including local print media and social media channels.

Disappointingly however there are some local businesses that have been highlighted as benefiting directly through the event who are not seen to be supporting the event in this way. This includes all of the accommodation providers, many within the hospitality industry and the majority of the larger corporate retail chains and supermarkets.

In the past there have been activities that engaged directly with the business community to involve them in the event with the aim to support increased economic benefits for the region. Two examples of this involve the hosting of the Mardi Gras in the CBD and the development of local business discount voucher booklet.

During our engagement with schools the message around the Mardi Gras and any activity outside of the event site was seen as too difficult in a sense of duty of care provisions for students. A point worth noting with the above examples is the level of commitment shown by the business community to develop and implement activities that include the business community directly. In the case of the discount voucher booklet, this program was initiated and driven by leaders within the business community.

The newly established Committee for Maryborough has acknowledged the importance of this event when setting priorities for 2019 listing 'Energy Breakthrough Business Consultation' in the 3 key projects for the year.

The documented plan states that the Committee for Maryborough will:

Host a business community consultation to collect input into how local businesses could better leverage the energy breakthrough. Amplify the benefits to local business and campaign for better integration of the Energy Breakthrough with local traders and potential suppliers.

This workshop was hosted on June 19, 2019 and was facilitated by Greg Nugent a representative of the S.86 Committee and a board member of the Committee for Maryborough. The key messaging at this workshop included:

- A call to action - business leaders to participate in future planning
- Partnership target to help fill the sponsorship gap - e.g. a target of \$25,000 with a methodology of 10 partners at \$2,500 or similar. Multiple year partnerships to support event sustainability during the transition period.
- Idea contribution for innovation and sustainability
- Ideas and solutions on how to get increased buy in from the business community.

The workshop, whilst only attended by a handful of businesses, has provided a platform from which the engagement with the business community can develop and grow. The key message from the workshop was that a lack of communication between EB and the business community has resulted in a disconnect between business and the event.

Attendees at the workshop felt that better communication and opportunities for businesses to directly engage and drive programs to support increased economic benefits for the Region should be explored. The group agreed to the following actions:

- To formulate strategy to re-engage with the local business community
- To develop better communication channels
- Establish a working group to facilitate these action areas involving members from CGSC, Committee for Maryborough, EB and businesses - The first meeting to occur by July 31st 2019.

Table 1- SWOT analysis from business workshop held on June 19 2019.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Foot Traffic numbers • Capability of a small community • 30+yrs- Survival • Brand • Culture • Tourism Visits • Lifechanging to participants 	<ul style="list-style-type: none"> • Visitors self sufficient • Visitors self-absorbed • Activities focussed on site • Schools seeing as a risk taking the kids off site • Community providing options • Lack of access to participant data • Communication process from EB to community • Access to information- Council & EB
Opportunities	Threats
<ul style="list-style-type: none"> • Leverage off 20,000+ visits • Take services to the people • Offer alternatives to parents eg: wine tours indigenous visits • Better Communication regarding town services • Better Communication in relation to deals from the local community • Use EB Social Media channels to promote business • Use EB to influence locals • Opportunity to increase profile and brand of the town • Expand the event to become a festival • Use electronic scoreboard for more advertising • Target the different markets • Formulate a marketing plan for local business • Promote local business more to the event participants prior to the event itself • Increase communication with business • Promote the town and opportunities (Council) • Get to the parents with information. 	<ul style="list-style-type: none"> • Multi Nationals • Event Parking • Apathy

Having a full understanding of the social and economic impact EB has on the local community is also vital. The economic impact is currently calculated based on a 2007 survey conducted and then indexed.

While estimated spend has been indexed since the 2007 surveys, it is recommended to recapture impact data as it is a critical resource in being able to sell the event benefits to both the business community when seeking local partnerships as well as sponsorship and funding.

Methods in which impact data can be obtained includes:

- **Media Monitoring:** Media monitoring articles about EB to ascertain the marketing value. This can be done via a subscription or through an agency to capture the broad PR outcomes. If this service is not feasible, the CGSC to track articles in-house and an evaluation against local advertising costs.
- **On-Site Surveys:** Engage with a partner university to conduct on-site and / or post event surveys for more accurate data. These surveys should also address the education impact of EB with open ended questions about how the program and event has helped the student, both personally and educationally.
- **Schools Surveys:** The partner university could also assist with restructuring the current post event schools survey to include questions themes around the EB impact. This survey could also be conducted independently to the existing survey.
- **Local Business Surveys:** Create a local business survey to be completed on a weekend where there is no event occurring in the region and the same survey to be completed over the EB period. This can be kept simple to establish the average increase in town spending.

- **Polls on Facebook:** These could be used to help evaluate where / how schools are preparing for EB in terms of shopping for instance.
- **REMPPLAN:** REMPLAN offers a suite of resources that allow analysis, benchmarking and modelling the impact of projects, investment and assess the value of tourism, events and festivals against a created and calculated economy. The CGSC could invest in a REMPLAN subscription to help enable timely and evidence based decisions around other projects planned for or happening in the shire. REMPLAN do have a standard survey templates with questions around event spend and accommodation. Should REMPLAN be invested in, it is recommended the surveys conducted direct by EB curate some of the individual questions the same so this actual data can be used when calculating the benefit using REMPLAN modelling.
- **CEP Schools Survey:** Integrate impact questions around EB into existing CEP Schools survey to capture open ended data about student success / program stories.
- **Surrounding shires:** Request statements from surrounding shires (i.e.: Pyrenees) regarding the visitor impact EB has on their region. The shire may also have a subscription to REMPLAN to assist in this evaluation if they are able to capture visitor numbers for assessment.
- **Flow on community benefit:** Whether it be via an EOI process or a more informal process, the flow on benefits to the community via the funds raised through community groups involved with the event would help strengthen the impact study.
- **Direct business benefit via event:** Within the full analysis include the direct event spend with businesses via services and contractors.
- **Volunteer surveys:** Open ended data on skills and social development as a result of volunteering for EB via the post event survey.

The proposed structure changes in this plan include greater involvement and engagement with the business community. The inclusion of the Partnership team places the focus on the establishment, involvement and nurturing of key partners that are essential to ensure event sustainability and, in many cases, support improved community ownership. The business community is key in this area and will need to have strong representation in this group to improve outcomes in this area.

There are a number of recommendations in this plan that will improve business relationships in the community and support greater involvement in the event. Most importantly direct engagement and involving businesses in unearthing ways that they can be involved in partnership is the key.

Recommendations that enable better connections in the business community include:

- Provide the findings from the research conducted to establish the full impact of EB
- A strategy should be developed focusing on establishing sponsorship partnerships with the identified businesses who directly benefit from the event - These include accommodation providers, hospitality and corporate retail chains and supermarkets.
- Following the business workshop being hosted by the Committee for Maryborough in June 2019 an annual workshop in June/July for businesses to contribute to event planning will support increased community ownership - This should be led by the business representative of the S.86 Committee.

Community

An immediate need exists to increase active community participation on the local planning group. Currently 68 people are on the mailing list for the local planning group with an average of 20 people attending meetings and an even smaller number being actively involved in event management activities. It highlights the need to have this group reflect the varied nature of groups involved with the event which in turn will support greater ownership and commitment from these groups.

It could be argued that two parts to the planning group adequately provides this opportunity and the open invitation for community members to attend affords everyone a voice in event planning. However,

inadequacies in current governance structures, limited ability to contribute in a timely manner to decision making and minimal communication in the community of the opportunity to participate within this structure does not support this.

By improving access to information and opportunities to contribute to decision making the community will be more likely to take ownership over the successful hosting of the event and enable increased rates of local volunteering. Many in the community have a long history with the event and if engaged will provide ideas to support this business plan.

There are many positive social impacts to be realised when allowing the community to actively participate in decision making including increased access to social networks and feelings of connectedness and inclusion. Positive economic impacts may include an increase in the leadership, resourcefulness, adaptability and organisational skills of local community members. The importance of this in the local community should not be underestimated.

What the community had to say - Community survey highlights March 2019

- 50% of respondents have resided in the area for 20 years or more
- 65% volunteer in some capacity within the community
- 23% of respondents stated 'not knowing how to get involved' as their reason for not volunteering at EB
- 42% stated that flexibility of time commitment enabled them to volunteer in other ways in the local community on top of an additional 24% highlighted the ability to work from home another enabler
- Areas that were highlighted for improvement included:
 - publicising opportunities for volunteering outside the actual weekend event
 - consider approaches to local schools to get young people not involved in the event engaged in event support activities
 - develop a spectators guide - where the best vantage points for spectators are for different events categories

General comments:

'It is good for the community both economically and as a positive promotion of our town. It is educational for the students and develops both social and physical health'

'It seems to have nothing that would interest me'

'Perhaps host some community forums and advertising - even handing out information pamphlets on a Saturday morning in high street to encourage community ownership and increased participation'

'It is a great event and I look forward to it every year'

**The survey was distributed through the EB website and social media channels, through partner organisations social media channels, local schools newsletters and through print media with the Maryborough Advertiser. The survey had 30 respondents.*

The full survey results can be found in Part B: Documentation and Appendices

Community Groups

There is a strong sense of community contribution through the provision of volunteer services. This involves many individuals who have a strong connection and commitment to the event and many many more through their involvement with a local community group.

Some of these groups are listed below and where payments are made for the service they provide it has been included with estimated figures provided by the Event Director.

Table 2 - Community group event roles

Organisation	Service provided	Amount
Maryborough Rotary Club	Catering role for general public - income directly to the club Marshal Corner 9, Track 1	
Royal Park Football Netball Club	Catering role for general public - income directly to the club Assist marshalling Corner 4, Track 1, volunteer Judges	
Maryborough Football Netball Club	Onsite waste management AND Catering role for general public - income directly to the club Marshal Corner 5, Track 1, volunteer Judges	\$4,000
Maryborough Tennis Club	Volunteer catering and facility hire charge Volunteer judges and cleaning of facility	\$13,000
Carisbrook CFA	Track 2, Track Marshals on all corners for the duration of the TRYathlon 8-hour endurance	\$2,000
Colts Phelan Cricket Club	Set up/pack up barriers and toilet cleaning Assisted marshalling Corner 4, Track 1	\$5,500
Carisbrook Lions club	Management of the Norm Rasmussen Volunteer Lounge Marshal Corners 7&8, Track 1	\$1,500
Triathlon Club	Marshal Corner 2, Track 1	
Salvation Army	Assist with marshalling Corner 3, Track 1	
Masonic Lodge	Marshal Corner 10, Track 1	
Rovers football netball club	Catering role for the general public - income directly to the club Assist marshalling Corner 6, Track 1	

The organisations above who receive payment for service provision also support the event further by providing volunteers for judging and marshalling roles.

As noted in the section above on business there is a recommendation to research & analyse the full impact of EB on the regional & broader communities. This needs to look at the community groups involved and how they (and the broader community) benefit indirectly from EB.

For example, donations provided to these groups will go on to support the purpose and goals of individual organisations. This would involve support to implement Scholarship programs for young people and women, along with upgrades to community recreation facilities. Some thought should be put into how this narrative can be shared within the community to demonstrate the indirect support that is enabled this way to community groups.

There is currently in place an Expression of Interest (EOI) process that is used to determine which community groups will be involved in the provision of catering services. This process involves advertising in the local paper and a selection process that is overseen by a panel of 2-3 event organisers. The current EOI is operational in focus and only considers the organisations ability to deliver a catering service.

It is recommended that the EOI process be extended to cover all activities that involve community organisation service delivery. This will ensure all community organisations are provided the same opportunity to contribute and provide clear and transparent decision making. To enable this a new EOI process should be developed with clearly documented assessment criteria and decision making framework. Keeping in mind that the aim is to encourage more community groups to become involved so the process must remain simple and easily accessible (online is a preferred option).

The revised EOI framework should include the following additions and considerations:

EOI Overview

- EB Overview
- EOI purpose
- Eligibility Criteria including insurance and mandatory qualifications/certificate requirements
- Priority assessment criteria e.g. Not-for-profit, gender equality practices, local provider
- Acquittal/reporting requirements to support better understanding of community impact

EOI application

- Collection of demographic information of organisation membership
- Organisation purpose & goals
- Expected benefits back to the organisation
- Number of volunteers to be involved in the activity
- Key activities to be provided
- Details specific to task - e.g. catering specific EOI questions

EOI Reporting

- The amount of funds raised
- How the funds have been used
- Feedback on event activity including:
 - Communication and support from event organisers
 - Access to facilities
 - Ability to deliver service within group volunteer structures
 - What worked well
 - Areas for improvements

The recommended changes to the Governance structure will enable better community engagement and participation in the event from planning through to implementation and review.

In line with the previous recommendation to host an annual workshop for business in June/July for businesses to contribute to event planning it would be beneficial to expand this activity to include the broader community in one activity.

Our engagement with volunteers involved in the local planning group highlighted the issue around the timing of the first meeting that does not allow contributions from the community in event planning and innovation. Currently the local planning group meet from June onwards and is the only avenue for community involvement. It is recommended if the governance structure remains unchanged that the opportunity for contribution earlier in the planning stages is considered to support increased community ownership.

Action Area 2 - Financial Sustainability

Overview

The EB celebration event financials are now managed through the CGSC accounts department using their systems and processes. This is a recent change and 18/19 will be the first full financial year the entire event budget is managed this way. Prior to that, the event budget including the processing of entry fees operated independently to the CGSC and all via MYOB.

As the CGSC work off a financial year, the fees for the following year's event are calculated into the previous year's event. Where required, quick calculations can be made to import the fees from the actual year of the event.

The direct 2018/19 expenses for the CGSC are forecasted to total \$446,393.85 (exc GST)⁴. This amount includes an allocation of \$55,000 towards CGSC staff support (including the Event Officer, Coordinator Recreation Planning and Operations and Event Officer Support) for hours spent from August to December (estimated at \$24,283.29), and any expenses incurred by the depot (calculated at \$30,716.71). It should be noted that this figure would be slightly underestimated to the actual costs, as CGSC staff work on EB all year, albeit predominantly between that period.

CEP staffing costs for the EB program total \$57,950 (exc GST), bringing the total EB expenditure to \$504,343.85 (exc GST) for the 2018 event (with 2019 fees forecast).

It should also be noted that CEP in 2018/19 provide in-kind support by way of voluntary duties across the EB celebration event period to the sum of \$16,761.00 (exc GST).

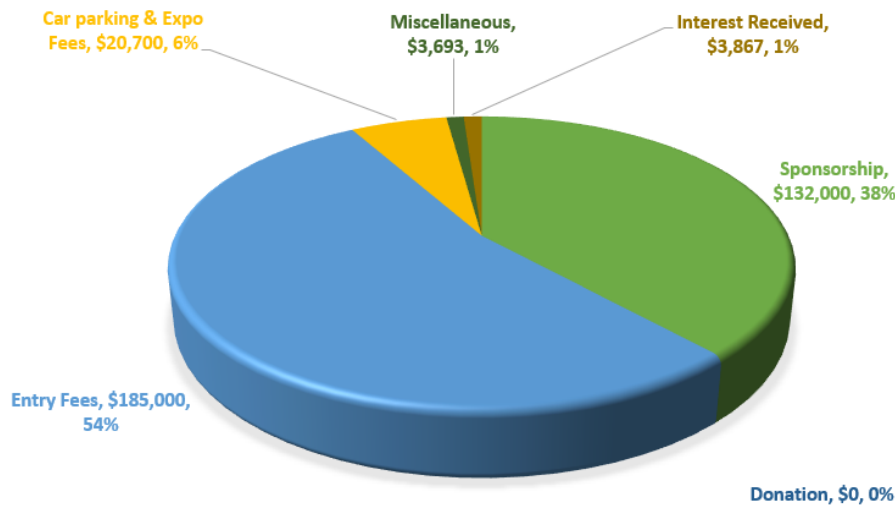
A final financial statement is presented by the Finance Manager to the S.86 Committee at the end of the financial year.

⁴ An amount of \$10,000 has been deducted from the annual expense figures supplied which related to back payment of contractor fees for the Event Director role for the 1718 FY.

EB Current Revenue Streams

The 2018/19 forecast is for a total revenue of \$345,260 + GST and revenue streams can be broken down as follows:

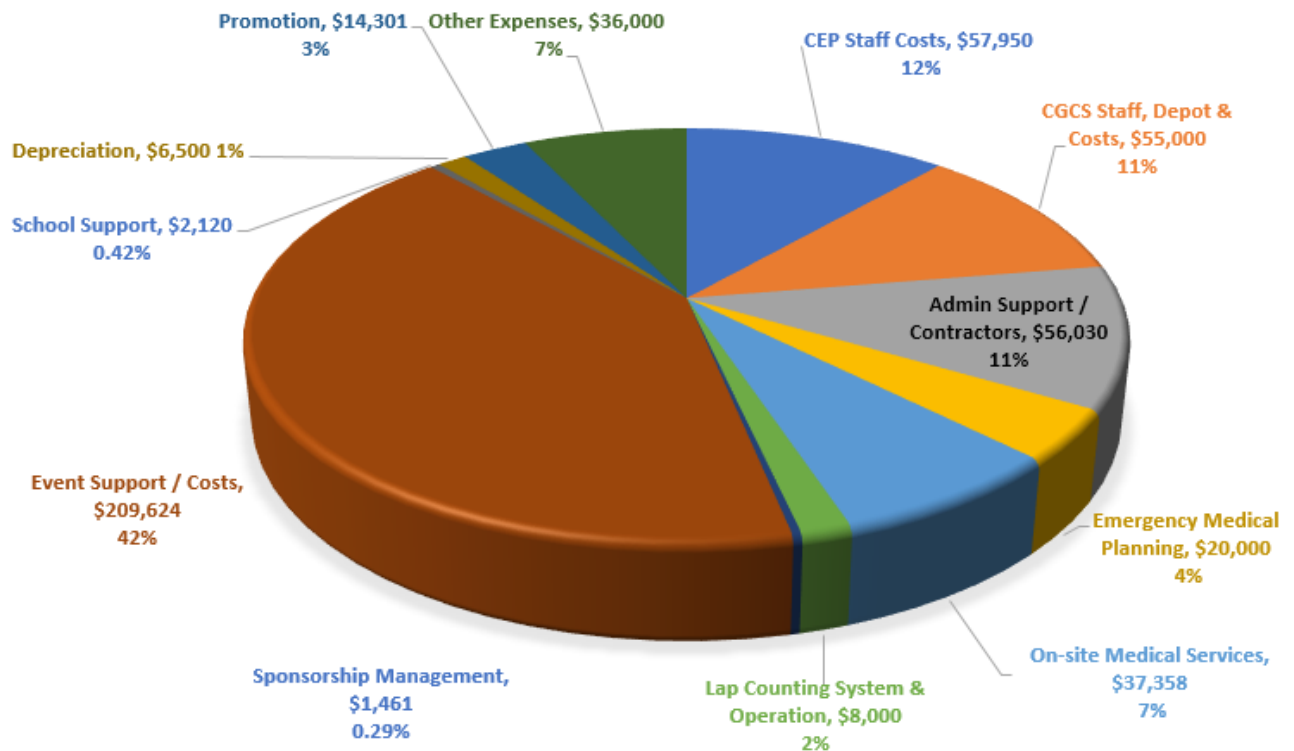
Chart 7 - Revenue forecast 2018/19



EB Expenditure Forecast 18/19

The 2018/19 forecast is for a total expenditure of \$504,343.85 + GST, including the CEP staffing costs to run the annual program. Expenditure lines can be broken down as follows:

Chart 8 - Expenditure forecast 2018/19



Profit & Loss History & Forecast

Table 3 - Five-year Profit and Loss comparison

Revenue	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Sponsorship						
Miscellaneous Sponsorship	0	0	4,616	2,591	0	3,000
Central Goldfields Shire Council	23,000	23,000	23,000	25,000	25,000	25,000
Central Goldfields Shire Council - other						
RACV	0	0	97,733	101,391	0	0
CYIENT Sponsorship	0	0	8,000	15,000	0	0
CEP Contribution	50,000	50,000	50,000	55,000	55,000	55,000
CEP Other	0	0	909	0	0	0
Graham Jacka Holden Sponsorship			5,000	0	0	0
Holden Sponsorship	25,000	25,000	25,000	0	0	0
VicRoads	15,000	15,000	15,000	20,000	30,000	30,000
Central Highlands Water Sponsorship	4,000	4,000	4,000	4,000	4,000	4,000
True Foods Sponsorship	0	5,000	5,450	3,000	3,000	3,000
Latrobe University Sponsorship	5,000	5,000	6,000	6,000	15,000	15,000
Capilano Honey	0	5,000	0	0	0	0
Coles Group	10,000	0	0	0	0	0
MECU	0	0	0	0	0	0
Transurban TBC	0	0	0	0	0	25,000
Other TBC	0	0	0	0	0	25,000
Total Sponsorship	132,000	132,000	244,708	231,982	132,000	185,000
Entry Fees	0	0	156,791	165,146	185,000	198,900
Carparking & Expo Fees	0	0	16,358	19,492	20,700	21,215
Miscellaneous	0	0	9,227	4,627	3,693	3,693
Donation	0	0	0	8,000	0	0
Interest Received	0	0	4,406	4,585	3,867	0
TOTAL REVENUE	132,000	132,000	431,490	433,832	345,260	408,808
Expenditure						
Central Goldfield Shire Council Staff & Depot Costs				55,000	55,000	55,000
Admin Support / Contractors	0	0	26,450	28,395	56,030	56,641
Emergency Medical Planning	0	0	0	20,000	20,000	0
On-site Medical Services	0	0	9,859	28,395	37,358	30,000
Lap Counting System & Operation	0	0	2,000	7,455	8,000	8,000
Sponsorship Management	0	0	22,000	15,091	1,461	1,500
Event Support / Costs	0	0	310,261	316,705	219,624	281,260
School Support	0	0	968	2,227	2,120	2,000
Depreciation	0	0	7,096	6,217	6,500	6,500
Promotion	0	0	23,770	14,880	14,301	10,000
Other Expenses	0	0	20,733	18,689	36,000	36,720
TOTAL EXPENDITURE	0	0	423,137	513,053	456,394	487,621
Net surplus (loss) on disposal of assets		0	0	0	0	0
SURPLUS/(DEFICIT) FOR THE PERIOD	132,000	132,000	8,354	(79,221)	(111,134)	(78,813)
CEP Program Staff Support (not included above)				57,950	57,950	57,950
Total CGSC Contribution (including losses)				104,221	136,134	103,813
Total CEP Contribution				112,950	112,950	112,950
Total CEP Contribution (including voluntary duties over the EB celebration event)				129,711	129,711	129,711

*CEP costs estimated

*CEP costs estimated

NOTE:

The forecast budget- as tabled for 2019/20 was created by the CGSC by their April deadline.

While ideally this business plan would of been completed prior to this budget forecast it was communicated throughout the planning process that most recommendations in this plan would not come into play for the 2019 event, however in saying this, there are some areas for S.86 Committee discussion, and following on from this a revised budget for 19/20 can be drafted.

Please refer to Budget Considerations further on in this section for these discussion topics.

It is recommended that the Manager Finance from the CGSC and the Manager for Tourism Events and Culture works together with the Event Director on the overall management of the budget, including the development of a slightly different structure making it simpler for the S.86 Committee and funding applications. A suggested breakdown of how the budget could be broken down to make it more operationally friendly is included in the Event Management Tool Kit.

The following additional recommendations will help address the current risks associated with financial management.

- Event Director and Finance Manager to meet quarterly to review financial tracking and projected expenditure
- Quarterly reporting to Section 86 committee to include financial report with YTD spend and forecasted expenditure
- Details (quotes) on any expenditure over \$10,000 should also be presented at S.86 Committee meeting or by a formalised approvals process where a quick turnaround is required.
- CGSC to calculate annually the staffing costs towards EB rather than August - December and include the hours of the Finance Manager
- New and developed income initiatives to be tabled and discussed at S.86 Committee meetings. Initiatives should be costed out including scenarios around potential income as well as costs to resource including management.

Budget Considerations

The financial situation EB finds itself in after the departure of RACV as a sponsor (and joint partner) is not uncommon. Outdoor events, particularly those who don't charge an entry fee or have bar takings, are regularly propped up by sponsorship, grants and council / local tourism investment, many willingly due to the calculated benefit to the region and marketing outcomes.

Does the event have a tourism impact, how much would it cost in marketing dollars to achieve the same results, how much is the word of mouth valued at, does it contribute directly and/or indirectly to local business and community groups, what are the social benefits...These are all considerations when looking at a loss / gain situation.

It is inevitable that EB's expenditure will increase over time, not only for the budget that is managed via the CGSC but also with staffing costs incurred by CEP. On the other hand, EB is a long standing and successfully run event that people want to be a part of. Not only does it support youth education across four fields and encourages fitness, teamwork and self pride, but also supports a local community that many feel passionate about. This opens up opportunities to approach a wide range of potential partners also passionate about STEM education, who may not be approached for partnership dollars as regularly as an everyday "brand".

Returning to a surplus budget is an attainable task and will in the most part involve securing additional sponsors, successful grant applications, growing participation through marketing and innovation, advertising packages, and looking at other areas that produce an income stream or provide a saving such as the program.

The following is a list of budget considerations, some to be discussed and implemented / trialled for the 2019 event and some for future development.

Income / Savings:

SPONSORSHIP:

EB have enjoyed some great sponsorships over time as indicated in the below chart and can expect better results in this area with a dedicated role to manage sponsorship and funding.

Growth in sponsorship income can occur quickly with a naming rights / presenting partner, or otherwise gradually with smaller sponsors. Both should be a focus.

Given the history and association with RACV and EB, the period that will occur without a new naming sponsor will be beneficial to any new naming rights sponsor and a potential long-term relationship with them. It should be noted that feedback from the S.86 Committee is to not enter into a third party EB partnership arrangement as was the previous third-party arrangement with RACV.

To meet the \$53,000 increase (40% on 2018/19) within the 19/20 budget, expectations should set be around closing current discussions (i.e.: Transurban), a funding submission, local business advertising and if needed sponsorship sales / funding submissions for the following year that become accounted for in the 2019/20 budget.

A focus on recruiting the right person for the new role, who will then work collaboratively with key members of the S.86 Committee and Operations Group to develop a tailored sponsorship strategy, is imperative so that the role starts in a timely manner prior to the 2019 event.

More details can be found on Sponsorship in Action Area 1: Partnerships.

Table 4 - Five-year Sponsorship level comparison

Sponsor	2014	2015	2016	2017	2018	2019 Budget
RACV -	GP2	GP2	GP2	GP1		
Transurban TBC						BP1
Other TBC						BP1
Vic Roads	BP1	BP1	BP1	SP2	SP2	SP2
La Trobe University	BP2	BP2	BP2	BP2	BP1	BP1
Central Highlands Water	UP	UP	UP	UP	UP	UP
True Foods	BP2	BP2	BP2	UP	UP	UP
CYIENT			BP2	BP1		
Holden	BP1	BP1	BP1			
Capilano Honey		BP2				

Coles Group	BP2					
MECU	BP2	BP2				
Graham Jacka Holden			BP2			
Miscellaneous sponsorship	3,591	227	4,616	2,591		3,000
Central Goldfields Shire	23,000	23,000	23,000	25,000	25,000	25,000
Country Education Partnership	50,000	50,000	50,000	55,000	55,000	55,000
Country Education Partnership (other)	6,545	682	909			
Totals	241,974	234,464	244,708	231,982	132,000	185,000

Legend for sponsorship table:

Gold Partner (GP1)	\$100,000+
Gold Partner (GP2)	\$75,000+
Silver Partner (SP1)	\$50,000+
Silver Partner (SP2)	\$30,000+
Bronze Partner (BP1)	\$15,000+
Bronze partner (BP2)	\$5,000+
Under partnership level (UP)	under \$5,000

FUNDING:

Limited funding has been obtained in the event’s history with the most recent being a grant to support track upgrades just over 2 years ago where the Victorian State Government provided a \$366,666 contribution to the \$500,000 Princes Park Enhancement project, the remaining funds were provided by local contributions. To support the immediate need to increase revenue and implement change grants need to be considered as a priority.

When looking at possible funding programs that match the EB event there was some consideration around whether EB is an educational event or a tourism event. It is fair and reasonable to describe the event as both of these things. The educational aspect is the foundation of why the event occurs and is the basis for all event activities while the event itself is the biggest tourist event in the Central Goldfields Shire with the greatest number of visitors of any other single event hosted in the Region. Other focus areas for grants could include; community, volunteering and event infrastructure / marketing innovation grants.

Some possible funding programs to consider include:

- Telematics Trust: Telematics Course Development Fund
 - Program aim is to support initiatives that use technology (through education and training) to reach diverse and disadvantaged groups and address important practical problems and social issues in our community and environment.
 - Maximum amount - \$50,000
 - Annual program

- Department of Industry Innovation & Science: Inspiring Australia Science Engagement Program
 - Stream B - Maker Projects aimed at delivering STEM related events for youth under 18 years of age
 - Maximum amount - \$20,000
 - Recently closed prior to close date without notice - watch this program for future funding rounds

- Foundation for Rural & Regional Renewal (FRRR): Strengthening Rural Communities - Small & Vital
 - Aims to give small rural, regional and remote communities across Australia the opportunity to access funds that can benefit and help secure their prosperity.
 - Maximum amount - \$25,000
 - Different programs available. Some are open ongoing, others biannually with the larger leverage grants (up to \$25,000 opening in August 2019)

- Visit Victoria: Regional Events fund
 - The program is designed to support the attraction, development, marketing and growth of events in Regional Victoria.
 - Generally, this fund will be allocated to securing, hosting and marketing of new events along with support in the implementation of innovative strategies to increase visitation to existing events, including event development and tourism marketing.
 - Maximum amount - \$500,000 however as an established event Tier 2 - up to \$100,000 or Tier 3 up to \$20,000 would apply to EB
 - Initial discussions with the grant co-ordinator at Visit Victoria have indicated that they do not support educational events and that EB does not adequately meet the selection criteria for this funding program stating that an EOI for this program would not be supported.
 - Additional contacts could be made at higher levels within Visit Victoria to present a case for further consideration.

- TAC Towards Zero Community Grant
 - Aimed at projects that will improve road safety outcomes in local communities
 - 2019 focus is on vulnerable road users (i.e. pedestrians, cyclists and motorcyclists)
 - Up to \$30,000
 - Round 2 applications open Mid September 2019 with announcements in Mid November

Some consideration needs to be given on how the partnership can be used to access a wider range of funding programs. CEP being a not-for-profit organisation will have access to a much wider range of funding programs whereas in some cases the CGSC as a Local Government Authority may not.

The inclusion of a dedicated Sponsorship & Grants Coordinator along with up to date notifications via membership with grants portals (i.e.: www.grantshub.com.au / www.communitygrants.gov.au) will ensure there are improvements in this area. Grants Hub membership costs as little as \$29 per month and could support other departments and projects of the CGSC and / or CEP.

A more detailed overview of possible funding programs that could be explored to support the event are included in Part B: Documentation and Appendices.

MORE SCHOOLS / ENTRIES:

EB school entries have grown impressively over the past 28-29 years and there is still opportunity for growth in all categories with the exception of HPVs Open Category as it is currently run.

School entries account for approximately 34% of event income and increasing these would be a good win for the budget. Aside from judging, little work would be required to host these extra schools, however an analysis

on the facility / infrastructure requirements needed to house the growth in camping numbers should be conducted (in the case where camping is included within the fees).

A concentrated effort to target schools would be required and there are 12 x recommendations listed under Marketing to Schools in Action Area 4: The Event.

Table 5 - Entry categories, fees and numbers

CATEGORY	CLASS	QUOTA	QUOTA	FEE exc GST	2018 ENTRIES	INCOME BASED ON 2018 NUMBERS (2019 PRICES)	POTENTIAL INCOME IF AT CAPACITY
HPV Primary	HPV A1	20	90	\$536	93	\$49,882	\$48,273
	HPV A2	65					
	New Schools	5					
HPV Secondary	HPV All Female	10	105	\$536	96	\$51,491	\$56,318
	HPV B1	15					
	HPV B2	30					
	HPV C	20					
	HPV Open	22					
	New Schools & Maryborough (Qld)	5					
HPV Try-athlon	Try A	30	75	\$536	65	\$34,864	\$40,227
	Try B/C	15					
	All Female	10					
	Try Open	15					
Energy Efficient Vehicles (EEVs)	Hybrid 1 B/C: Pedal power, plus one other power source.	10	30	\$536	17	\$9,118	\$16,091
	Hybrid 1 Open: Pedal power, plus one other power source	10					
	Hybrid 2 Open: Two power sources, excluding pedal.	5					
	Single Power Source B/C/Open (Electric-only)	5					
Pushcarts	PC A1	25	70	\$327	53	\$17,345	\$22,909
	PC A2	55					
Innovations In Technology	Crafty Design A		40	\$36	30	\$1,091	\$1,455
	Crafty Design B/C						
	Junkyard Challenge A						
	Junkyard Challenge B						
	Moving Water A						
Moving Water B/C							
						\$163,791	\$185,273
Difference						exc GST	\$21,482

Entries currently close on the last day of the second term, as schools start on the program curriculum in the second semester. It is recommended that within the 2019 post event school survey a question is created around when teams start working on their EB entry to consider additional targeted marketing activities for the categories that are not oversubscribed. Pushcarts and some areas of the Innovations category could be left open longer to try and attract more entries.

While marketing to schools will drive entries, word of mouth from schools and students involved will also have an impact on entries. Giving the teachers and students the best possible experience at the event will put EB on bucket lists.

It should be noted that track and judging capacity is not the only consideration when looking at an increase in entries, thought must also be given to the additional resources / time required for judging as well as camping facilities. Additionally, the EEV category, while allowing for growth, could be the most difficult to grow as the support required from the CEP education team is greater than that of the other categories, and it is also a costly project for schools to committee to due to the nature of the vehicle.

While marketing will assist grow the entries, marketing to the right schools with STEM teachers who are able to commit to such a project will be most effective as EB is not a once off event and does require significant resources and time.

Entry fees should continue to be considered each year with increases / adjustments made as agreed upon by the S.86 Committee based on the scenarios as presented by the Event Director.

The below charts show the levels of fee increases since 2014.

Chart 9 - Fee increase 2014-2019 (excluding GST)

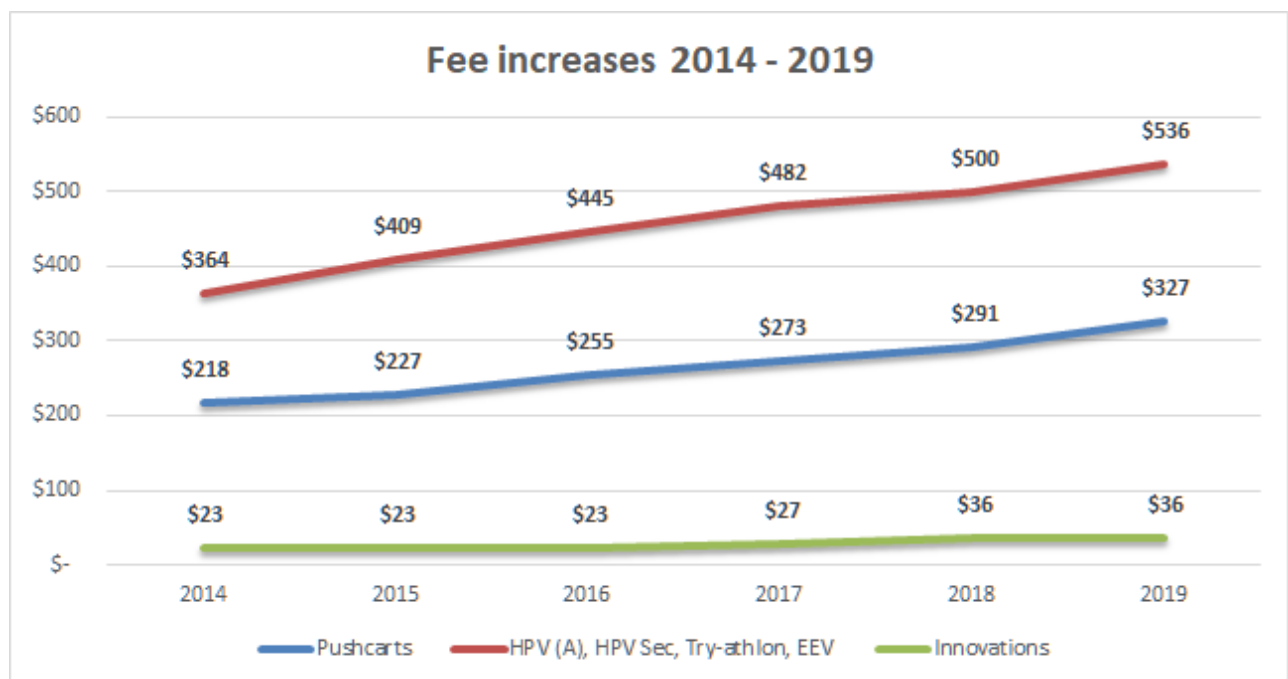
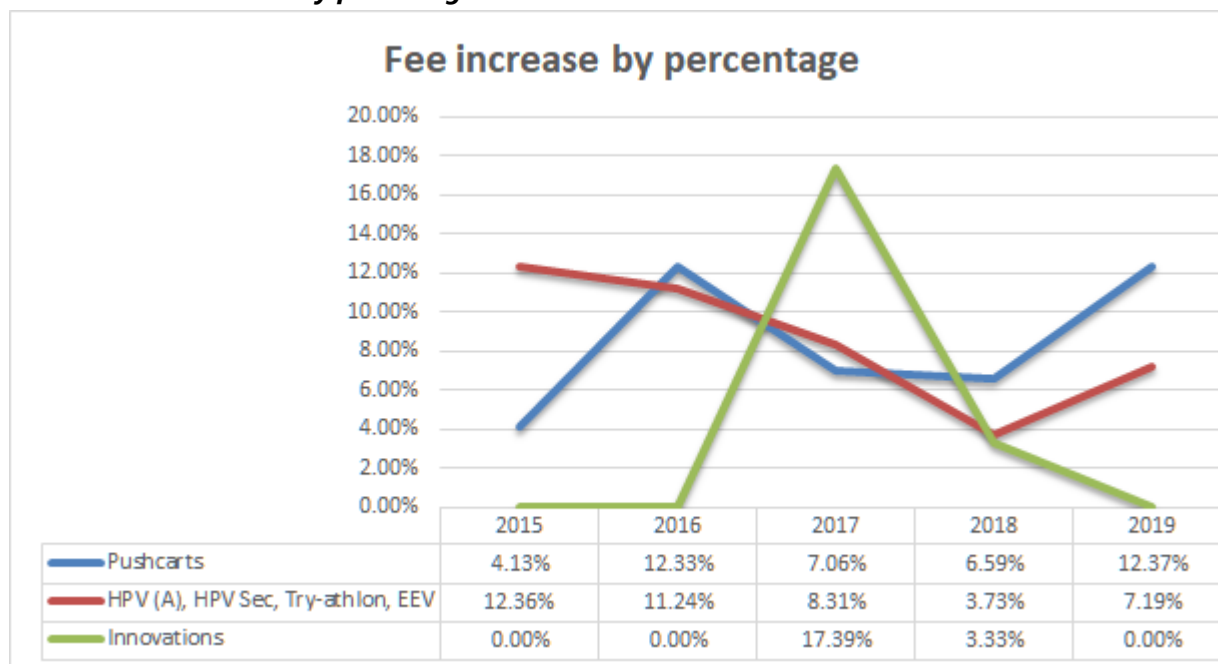


Chart 10 - Fee increase by percentage



VOLUNTEER ACCOMMODATION / BILLETING:

Volunteer/contractor accommodation in the 2018/19 budget amounted to \$28,719 (exc GST), approximately 6% of the total expenditure. This relates to accommodation for Contractors, EB Event Management team and support team, CEP and volunteers. An analysis of the 2018 figures provides the following (approximate) percentage breakdown as follows for persons accommodated at Bristol Hill Motor Inn and the Junction Motel:

- 12% Contractors (other than contractor event management team)
- 12% CEP (staff and Board members)
- 17% EB Event Management team
- 27% Volunteers
- 32% EB Event support team (co-ordinators, track managers etc)

Additional to the details above is the accommodation provided to the Austin 7 Club members who all stay together at Eany Park.

The figure of \$28,719 is the total for all accommodation and meals provided at the Bristol Hill Motor Inn, Junction Motel and Eany Farm with the inclusion of providing some breakfasts and evening meals.

Discussions throughout the business plan process were had with the Event Director on the topic of billeting, and while this remains an option, feedback is that this would need to be treated on a case by case basis with many volunteers working together in groups and staying together is all part of the volunteer experience. Without this experience the concern is that volunteering may not seem as attractive.

A good example of where billeting is a key program element is with the Castlemaine State Festival. The festival has been using billeting to accommodate artists and production team members since the early 1980s. Currently around 40 people are accommodated using this system in a community similar in size to Maryborough.

The systems in place at the festival are well developed and consider aspects including insurance, mandatory accommodation requirements and host suitability. A volunteer billeting coordinator looks after all aspects of the program in a role separate to that of the volunteer coordinator. In the case of the Castlemaine State Festival the coordinator works one day per week throughout the year increasing to 2-3 days in the week prior to the event and is available throughout the entire festival (10 days) to support billeting enquiries and issues.

The role of billeting coordinator requires a high level of commitment as the person in this role is required to be the main point of contact for the billeter and the performer. Key skills for this role include problem solving skills, logistics and database management. The role also requires strong relationship management skills.

For EB the concept of billeting would support opportunities for increased community ownership and support reductions in accommodation expenditure. The key is in matching EB volunteers and other partners with likeminded local residents. An example of this would be to approach local car clubs with the aim of matching this with the volunteers from the Austin car club and looking to link in with business leaders and Rotary to accommodate partners with similar interests. The feedback from both the billeters and the performers in Castlemaine is overwhelmingly positive with many lifelong friendships being made over the years.

To trial this concept and better understand the willingness for volunteers to participate in this way, a feasibility study should be developed considering risks, legal requirements, option and cost savings analysis. The Event Director along with the Manager Tourism, Events and Culture would lead this process.

CAMPING

EB managed event camping is provided at the following locations:

- Princes Park oval
- Jubilee oval
- VicRoads (Track 2) Campsite
- 4th Bay of tennis courts
- EEV Campsite

Table 6 - Camping numbers for 2018

Campsite name	Students	Adults	other Adults	other youth	Totals
EEV Pits Campsite (EEV Teams Only)	159	25	6	8	198
Jubilee Oval (inside Track 1)	1278	199	338	45	1860
Maryborough Caravan Park	426	76	305	96	903
Other/Off site	122	22	34	15	193
Princes Park Oval	994	157	692	252	2095
Tennis Bay Campsite (Track 1)	60	10	22	0	92
VicRoads Track Campsite	328	62	208	74	672
Totals	3252	537	1604	492	5885

Local school (no camping req)	44	11	5	10	70
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Currently the camping is incorporated in the entry fee for all participating teams with the aim of sharing the costs relating to camping provision across all participants. The aim has been to remove unfair advantage for local participating schools who do not have the additional expenses relating to travel and accommodation for the event.

Whilst there is no clear documentation that talks about camping fees being included in the entry fee the School handbook clearly states that 'Entry fees include access to on-site facilities, activities, entertainment, planning and administrative expenses'. This is taken to include camping facilities for schools who wish to utilise these. It is reasonable then, for the purpose of this plan, to say that no direct camping fee is included in the breakdown of the entry fee.

Whilst in theory this has been deemed acceptable it is timely to review this practice. A review should consider the costs associated directly with the provision of camping facilities (i.e. power, showers) in EB run campgrounds and extend to consider cost savings against camping subsidies that are paid through service provision provided by the Maryborough Caravan Park.

In 2018 the event subsidised camping fees at the Maryborough Caravan Park to the amount of \$15,205.45 (exc GST). This subsidy covered camping facilities for 22 schools (a total of 43 teams). This amounts to around \$444 per team as a camping subsidy. Each team is subsidised for 10 students and 2 adults with numbers in excess of these being directly billed to schools from the accommodation provider direct. Without considering the varying cost factors that need to be factored in to accommodating 43 teams in a different location, the basic calculations demonstrate a need to analyse the provision of camping facilities further to ensure best practice approaches are in place.

It is recommended, to fully understand the real costs relating to the provision of camping facilities, that a costs analysis and options analysis is undertaken. Currently decisions are based on advice received from event organisers, based on historic business practices without a supplied detailed analysis to support evidence based decision making in this area. This should also include the feasibility of establishing a new campsite at the Salvation Army location in Wills Street Maryborough to support increased entries to fill each event category to full quota.

Another area that can be explored is capping the number of campers that are included in the entry fee and charging an additional camping fee for numbers over this amount. This is similar to the current practice at the Maryborough Caravan Park where numbers are capped at 10 students and 2 adults.

An example of how this could apply is provided as follows using the camping figures from the 2018 event at all EB managed camping grounds and the Maryborough Caravan Park.

Camper inclusions per team	No of schools with campers in excess of allowed campers	No of additional Children	No of additional Adults	Additional Children at \$10 PP	Additional Adults at \$12 PP	Total additional income <u>per night camping</u>	average additional cost per school per night
Scenario 1 - 12 Students & 10 Adults	65	124	366	\$1,240	\$4,392	\$5,632	\$86.65
Scenario 2 - 10 Students & 15 adults	83	708	100	\$7,080	\$1,200	\$8,280	\$99.76
Scenario 3 - Based on Maryborough Caravan park allowances of 10 students - 2 adults	125	708	1510	\$7,080	\$18,120	\$25,200	\$201.60

The sizable expenses relating to the provision of camping related facilities without any framework around how revenue from entry fees is allocated against these provisions provides the most immediate opportunity to consider both cost savings and an increase in revenue. This business plan cannot definitively provide a recommendation in this area other than to strongly recommend that a cost analysis and options analysis be undertaken as a priority action.

EVENT PROGRAM:

A program is often used as revenue raiser at sporting events, whether it is from the advertising alone, and/or from sales (i.e.: racebook, footy fixture). The idea of charging for a program at the car parking points like they do at a football game has been discussed and considered. The main concern communicated was around the value of the program to the reader, with that same content readily available online.

This raises three points:

- 1) If the support from teachers (schools), parents and spectators of this exercise is of concern, then further work needs to be done around communicating the NFP status of EB to help alter the perception.
- 2) A look at the content should be considered so it is of value. Ideas include:
 - a) Discount vouchers for local traders
 - b) Special deals from the on-site caterers
 - c) Math quizzes for students and parents to complete during their downtime
 - d) Educational colouring in pages
 - e) Word finders for the younger primary school students
 - f) EB fit tips
 - g) Competitions to win, such as story writing on their EB experience
 - h) Stories on previous team winners who are competing again
 - i) Stories of EB students who have gone on to use the skills developed from the program in their careers
 - j) Volunteer stories / recognition pieces
 - k) One program could have a golden ticket, sponsored by a local business, which would give the elected team free entry to the following year

New creative and a different stock (i.e.: matt or enviro stock) would bring attention to this change. The cover could be designed each year by a different school. EB could also consider a new name for the program, i.e.: Energy Breakthrough Survival Guide.

- 3) If a change of perception and content does not over time sell the program the question should be asked whether it is then worth the expense, or could it be replaced with a tailored digital offering, such as a phone app (sponsorship / advertising benefit should be considered in this scenario).

Selling 75% of the 4,000 printed at \$5 would result in \$15,000 worth of revenue and it is recommended that the program and its content be redesigned and sold at the 2019 event. These changes will also make it more appealing for local businesses to advertise in it in future years.

Some other considerations around this idea include:

- Logistics around selling the programs (would it occur from the one current cash point in the car parking area; could they be sold at food vendor outlets and they return the floats; what additional floats would be required; policies around security, safety and sales transparency, cashless systems).
- Communications to schools around this change (this would provide a good opportunity to communicate the NFP status of the event) pre-event and then signage at the event.
- Does all of the current content need to be in the program, could it be replaced with directions on where to access the detail online? This could make the development of the program less tedious and allow flexibility to make updates online. This will also drive more traffic to the website, a sponsorship benefit.
- Allow adequate time for change. If the first year doesn't produce the expected results but still shows potential, trial it again 1-2 times before making a decision about the future of the initiative.

Note: if a decision is made to not charge for the program then add this into the entry fee value proposition / statements.

CAPS / POLOS:

The volunteer EB caps (\$9.95 per item) and polos (\$17.85 per item) expenses could be reduced slightly should the event source these directly online. While ordered through a local business, the supplier of the caps as per the invoice, Jarmik Pty Ltd, seems to be located in Leongatha. It is recommended that research is conducted into the prices available online prior to any continuing conversations on this budget item.

The caps / polos should also be offered as a sponsorship opportunity each year and targeted at businesses who have a vested interest in volunteering or supporting the greater good of volunteering, i.e.: a recruitment agency, a local business. Similar examples of this are stubby coolers and saddle cloths, items that are both sponsored by local businesses at the Avoca Races which help cover the production costs.

Otherwise they could be incorporated as a benefit in naming rights proposals or form part of a partnership benefit with any apparel partner.

TV / RADIO / PHONE APP:

Evaluate the spend on WIN TV and radio in Bendigo (radio this was in the draft budget however the actual invoice with accounts could not be located, indicating that it may not have occurred or the event wasn't charged).

The potential for a phone app has been discussed with Lachlan Hickey to replace this marketing activity, who has offered his services to build it in order to streamline the team information. This could potentially be done in conjunction with a school as part of a tech project.

Apps can provide additional benefits to sponsors however an app plan would be required to ensure that it added value to the school experience above and beyond the website capabilities and didn't reduce the value provided to sponsors overall, with the expected level of traffic diversion from the website to the app.

It should be noted that apps incur ongoing expenses, however, what a great opportunity for app host / developer to sponsor the app given the STEM theme and student market.

It is recommended to consider this as a marketing funding opportunity for the 2020 event as part of 30-year celebrations.

FOOD VENDOR FEES:

There are always opportunities to generate income from food vendor fees, a common practice at events and typically charged out somewhere between 20c - 50c per potential buyer, per day, depending on the type of event. The benchmarking survey also indicated this generated sizeable income for other events. In 2018 there were 4 commercial caterers onsite in the expo area who paid between \$100-\$150 per day to be in attendance for the duration of the event.

Currently local community clubs are raising funds via catering services in 3-4 site locations, with some operating through the night in order to supply track participants, staff and volunteers. For many, this is their major fundraiser for the year.

While food vendor fees could be an opportunity for the event to grow income, taking this away from the community clubs would damage the brand and goal to increase community ownership. A look at non-community club vendor charges however is recommended to be discussed within a S.86 Committee meeting. It was difficult to ascertain exactly what the charges were for who.

To provide a few comparisons, a council funded event, which sees 30,000 individuals throughout a 3-day free community festival, charges between \$500 - \$750 for the entirety of the event, depending on their size and power requirements.

The Avoca Cup, which sees 6,000 people on a one-day event charges \$250 per vendor regardless of any power requirements. Another one-day fundraising festival surveyed that attracts around 25,000 individuals' charges \$150 for food vendors.

MERCHANDISE:

Establishing a relationship with an apparel / merchandise supplier and promoting it to schools is something EB have tried in the past with a cycling brand, however it wasn't as successful as hoped.

This initiative would take time to build including the marketing activities associated with it and EB would want to benefit anywhere between \$3 - \$10 per item from the process. While so, this project would also come with a range of complications and increased workload that may make the exercise cost / resource prohibitive.

Regardless, it is worth EB revisiting this as an option for 2020 following some research, particularly with the upcoming 30-year celebrations. EB could look to negotiate a rate with one merchandise supplier (who could also be a sponsor) and then place a mark-up on items such as: T-Shirts, Water bottles, Team / School flags (to attach to tents or used to identify the viewing location of the school), Cap/ Bucket hats, as another income stream opportunity. These could be packaged up in packs & individual items.

The rates would need to be competitive against the prices schools are currently receiving and the supplier would need to set and provide a portal for the schools to upload their designs, essentially bypassing the EB team.

It is recommended that the opportunity is initially explored by establishing if there is a need, as some schools would receive merchandise donations and some wear school attire.

The income / resource benefit would also need to be established to gauge whether it would be a worthwhile activity after the results of the survey and initial conversations with a merchandise supplier.

In order to establish the need of schools, we suggest rewording where appropriate and then adding the following questions to the 2019 post event schools survey:

TEAM OUTFITS

- Does your team wear a different uniform / outfit when competing in Energy Breakthrough or a school uniform?
- Are your team outfits provided / supported by a sponsor?
- In relation to Energy Breakthrough, how much does your school pay for:
 - A cap / hat
 - A t-shirt
 - A water bottle suitable for EB
- Would your school be interested in ordering their EB team outfit via a centralised portal if it provided a better rate?
- If yes, what quantities would be required:
 - Cap / Hat
 - T-Shirt
 - Water bottle
 - Other, please specify

Note: if the survey becomes too lengthy, we recommend a separate survey with a select number of schools that would represent a satisfactory sample size.

A less complicated exercise that would generate revenue is to set up an EB stall selling a range of fun items for kids to purchase onsite. Items would need to be cheap to purchase (on consignment where possible) and could include:

- Motivational temporary tattoos (\$2 each)
- Sweat bands (\$5 each)
- Offer aerodynamic hairstyles (\$5-\$15 depending on styles)
- EB colour palette nail polishing painting station (\$3)
- Team (friendship) bracelet making (\$5 - \$10 depending on materials)
- Team face painting (\$5)

PHOTOGRAPHY:

A common fundraiser by schools, it would take little EB resources to maintain a portal where low-res photos of teams along with photos of the teams during the trial are available for schools / parents to access and purchase high res photos as a fundraiser for EB.

This could be managed one of two ways:

1. EB commission a photographer and load the photos on their website, taking on all of the risk with the photographer and set up costs, but benefiting from all of the profit. This option would be recommended as students, parents and schools regularly visit the site and they could continue to be sold throughout the year.
2. EB arrange a photographer to manage this process and they give back to the event at a negotiated amount per photo.

It would be reasonable to expect parents / schools to pay a decent amount for good quality photos. An example of a price guide for photographs is provided below from the Maryborough Advertiser package pricing:

Single photo (6x4)	\$6.50
Packages (3 photos various sizes)	\$17.95

Photos could be offered digitally or printed. This recommendation has been discussed briefly with the Online Manager who was supportive of it being achievable.

BULK TENDER:

Discussions with other Victorian HPV events on a group tender for specific requirements to do with set up is recommended, i.e.: barriers. This could potentially provide cost savings. The same approach could be explored within the Shire with events of a large scale such as the Highland Gathering or with other bordering shires with relation to their events and equipment / infrastructure such as toilets, i.e.: Ballarat.

FUNDRAISING:

Fundraising as an option should be considered among the S.86 Committee, whether it be limited to a local level, the event or across broader communications.

It would be reasonable to assume that in the case of EB it would work best by fundraising for a certain item or activity, so there is no confusion about where the dollars are going given locals see it as a "council owned" event.

With somewhat limited "items" that are exciting enough to fundraise for, an approach EB could take would be to fundraise for the facilities that are used to help add / upgrade them for the benefit of the festival and the greater good of the particular Club.

Other fundraising activities could help develop or promote the event meaning greater participation and program / event awareness.

It is recommended fundraising in general as well as the following ideas are discussed within a S.86 Committee meeting:

- Donate Now button on website (please refer to the Wangaratta Jazz Festival website for example). This also provides an opportunity to reiterate the need for funds and the NFP status of the event. The fundraising activity could be for something specific (i.e.: donate towards 'x' guest speaker, 30-year celebrations, to get the winning Secondary HPV team competing internationally, for a post event video).
- Collection boxes at catering cash points on-site for loose change, volunteer / team registration points.
- Collection boxes in supporting businesses in town (in the lead up and during the celebration event weekend)
- Sausage sizzle / raffle run by an EB volunteer group either before the event or during.
- EB staples delivery van around the campsites with milk, bread, etc, for sale.
- Auction within the VIP Marquee
- Fashions on the Track competition by entry fee
- Voucher booklet (would need to have state-wide offers and be within the guidelines of policy but this could be a good fundraising joint venture between CEP and CGSC)
- Mentor auction (Set up bidding for one-on-one chat sessions with previous winners, leaders or experts in STEM. The conversations can happen remotely, via video chat).

The outcomes from the fundraising activities will also indicate the levels of acceptance at the event and within the community to potentially charge at a gate in the future.

Outgoing / Expenses

INTEREST:

It should be noted that following the changes that have brought the financial management systems into the CGSC structures there will be no income into the EB budget from interest in this current and in future financial years.

SPONSORSHIP & GRANTS COORDINATOR:

Sponsorship management is an all-year round position, and for the most part should be done 6-9 months out from an event, and then delivered within the timelines specified as part of the contract. Please refer Action Area 1 & 3 for more details around the sponsorship and the recommended role.

For the 2019 event, it is recommended that the S.86 Committee continue to manage sponsorship, however a sponsorship / partnership meeting needs to be called to ensure that it is done in a clear and coordinated fashion, at the same time brainstorming developing the inventory list and opportunities for potential partners and starting a hit list if time permits.

Between now and the 2019 EB, again if time permits, the S.86 Committee could start setting up working documents and processes for a Sponsorship & Grants Coordinator to come on board prior to the event. These would include:

- Sponsorship agreement template
- Draft Sponsorship Seeking Strategy (and checklist template)
- Sponsorship Policy
- Revisions as per the Sponsorship Package Review
- Key visual aids

Otherwise, this activity can be undertaken by the new role after commencing.

It would be reasonable to predict from a tender or recruitment process that a contractor engaged at 0.3 FTE would require between \$12,500 - \$15,000 budget allocation to this position for the remainder of the 19/20 FY, commence November 1, with a total budget for the 2020/21 approximately \$18,750 - \$22,500, dependent on the previous year's outcomes. Bonuses for reaching targets would be above the contractor fee.

VOLUNTEER COORDINATOR:

- During the initial period of change in implementing this business plan it is recommended that a paid Volunteer Coordinator role be established. This role would require 0.2 FTE at a minimum for the initial trial period. This role would be contracted and could be expected to attract a contract fee of between \$15,000 and \$18,000.
- In future years it is recommended that consideration is given to trialling a Volunteer Leadership team to fill the position of the Volunteer Coordination. The benefits from doing this are not only financial but provide opportunity for community and volunteer involvement in decision making and will result in stronger community ownership of the event.
 - Initially some funded administrative support would be beneficial in supporting the Volunteer Leadership team in implementing the desired change to support volunteer management.

Other Considerations:

TWO-WEEKEND / PERIOD EVENT:

A split up of the Primary School and High Schools to run across two separate periods in order to increase entry fees has been discussed across the development of this business plan.

The following would need to be considered:

1. While EB is an in-demand participation event, it is not currently in over demand, aside from the HPV category Open class, who for the most part are then positioned into the TRYathlon category. With a concentrated effort towards marketing to schools, the scenario could be quite different. A full cost / demand analysis would need to be undertaken before decisions made, including anything paid to inconvenienced local residents. There would be a significant amount of work in undertaking this analysis and it is recommended the S.86 Committee discussed this in a strategy meeting initially before any research and analysis is conducted.
2. Staff, Contractor, Volunteer burnout: an event of this size and nature sees some people working up to 20-hour days during the event and throughout bump in and out. Resources at the time would need to be considered as part of the analysis, which with positive growth in sponsorship income could be relieved by funding more paid positions.
3. An analysis conducted on the 2018 team entries indicate there would be 4 x schools potentially affected with needed to commit to both periods (having both Primary & Secondary schools participating in the EB). Some of these schools have different team managers so it would need to be discussed individually with the schools on whether they would consider withdrawing either the Primary or Secondary teams. Regardless, this does not indicate a large number of schools would be impacted by such a change in terms of teacher / volunteer resources.
4. The impact on local residents could be more difficult to manage.
5. The atmosphere of the event could be impacted. Some research would need to be conducted if and when there are plans to split Primary School and Secondary schools. The change in atmosphere could also be a good thing.

This is not an option recommended to help with event sustainability at this point in time, however it should be discussed again in greater detail during the next planning phase.

CHARGING AT THE GATES / GOLD COIN DONATION:

Traditionally charging an entry fee would more likely involve fencing the site and manning entrance gates or otherwise creating a space / area spectator must go to. Temporary fencing is expensive to hire, and this could also involve additional infrastructure including marquees, trestle table hire, cash draws, etc which would need to be considered in a full analysis. Fencing would also be seen to some as a step back in encouraging community ownership of the event.

In working with the general theme of the event being around innovative solutions there is some level of merit in engaging with a university to consider this limitation with a view to better understand where emerging technology could be harnesses or developed to negate the need for fencing when looking to charge an entry fee to events such as EB. It is recommended that discussions are initiated with La Trobe University through current sponsorship relationship to consider the feasibility of exploring this further.

There is currently only one charge point for the event which is for car parking and it is recommended that efforts are focused on the action items as listed in the summary. However, this concept should not be disregarded for the future and should form part of discussions during plans for the 2021 event, leading up to the next strategic business plan (2022-2025).

In summary, it is felt the most short-term revenue growth will come from:

- Sponsorship (including a focus on local businesses)
- Grants
- More school entries (marketing to schools)
- Selling the event program
- Offering photographs to purchase and/or an EB stall
- Fundraising activities
- Camping fee restructure

Action Area 3 - Structure & Resource Management

Overview

The topic of structure and resource management is complex when looking at the entire EB program including the celebration event and the resources that stretch across two organisations and involves employees, contractors and volunteers. This section provides an overview of current structure and then looks to provide an alternative structure that will support improved governance measures, transparency in decision making and increased levels of support to enable long-term event sustainability.

The approach that has been taken in developing the proposed structure is mostly a Greenfields approach with consideration of current event management practices and recommendations in the 2014/15 Governance Review.

It is important to recognise the army of people that come together to make the event a success year after year. These people are experienced in problem solving and should be seen as a source of expert knowledge to assist in the implementation of this plan. When making changes to the structure it is essential that these people are acknowledged for the part they play in the ongoing event success.

In some cases, a recommended time allocation for new positions has been provided to guide decision making however we would recommend that consultation with existing event management staff/contractors occur to gain a clearer understanding of how the proposed changes would impact the role they currently undertake in

managing the event. In some cases, it has been noted that current resource time allocation is conservative and should also be reviewed and increased where a need is identified.

This plan does not deliver estimated budget considerations other than to provide some monetary estimates that relate to the new positions of Sponsorship & Grants Coordinator and Volunteer Coordinator. This would need to be considered alongside any changes to the contractual arrangements with existing contractors (Event Director & Education Officer) and if the proposed structure is adopted the contracted position of Online Manager would also need to be reviewed.

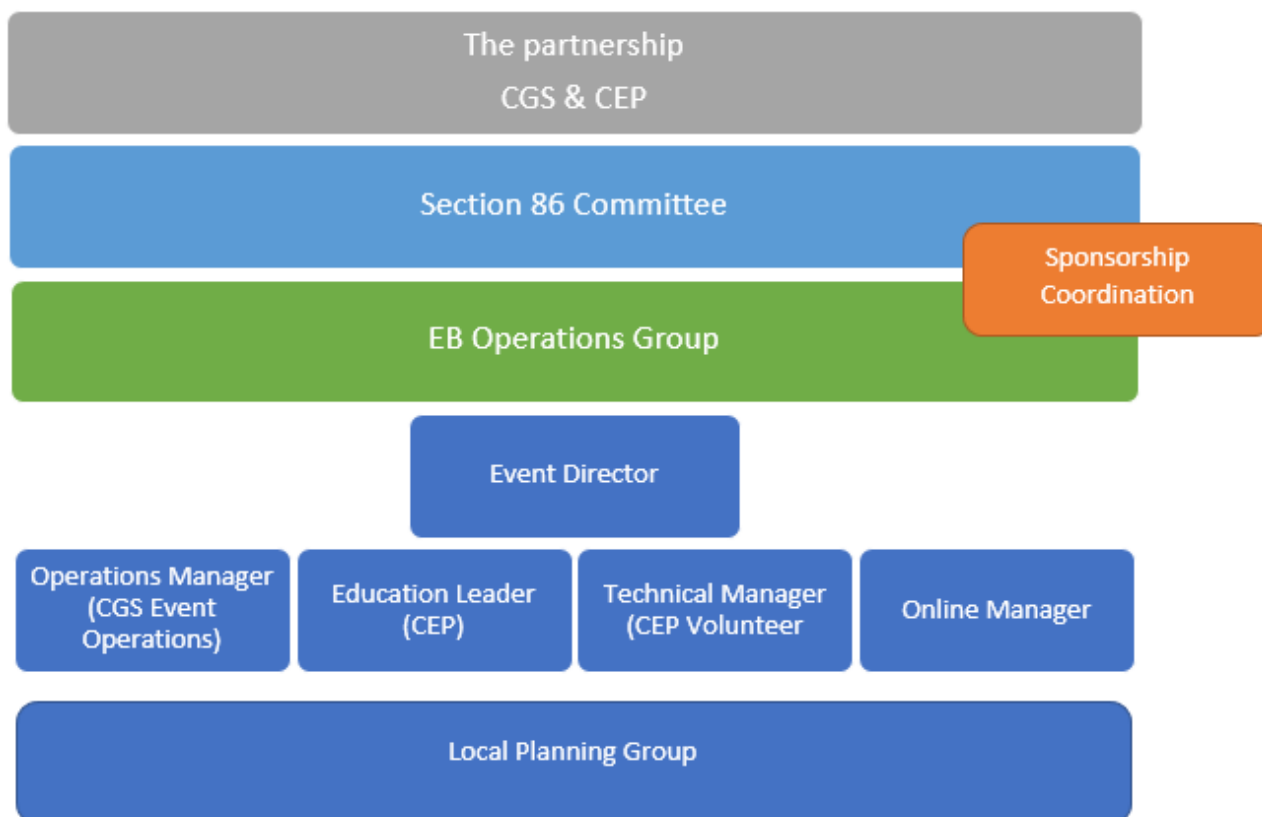
With the proposed structure being the starting point for discussion and consideration there are too many varying factors around acceptance, modification or refusal of the recommended structure that prohibits the provision of a detailed financial projection over the next 5 years. It is therefore recommended that following approval of any changes to the current structure financial forecasting is undertaken by the Manager Tourism, Events and Culture.

Roles & Responsibilities

In this section we provide a general overview of the responsibilities across the groups/committee within the current structure. We will also provide a comparison on how this would operate under the proposed governance structure for consideration. Additional details regarding roles and responsibilities of individual positions are located further in this section under the heading 'Human Resources'.

Current structure:

Diagram 4 - Current Structure



***The above diagram depicts the current organisational structure (September 2018) as provided by the Event Director. A small change has been made from the original chart with the removal of the role of a Sponsorship Coordinator (which does not currently exist) and then the inclusion of the Online Manager role which was omitted from the original chart but is an integral role in the current structure.*

Currently the roles and responsibilities for EB can be split into two distinct areas. The first area focuses on management, governance and strategic planning with the second area relating to event planning and operational activities.

Generally speaking, the S.86 Committee is responsible for governance and strategic planning with Operations Group and to a lesser extent the local planning groups focus more on event planning and operational activities.

S.86 Committee

The documented powers and duties of the S.86 committee, as sourced from the CGSC's instrument of delegation include:

Powers and functions:

1. in conjunction with the EB Operations Group, to plan, prepare, organise, manage and promote an annual event called Energy Breakthrough;
2. to preserve the integrity and significance of the event;
3. to generally promote the ideals of the event;
4. to operate petty cash float not exceed \$1000;
5. to determine event fees, including, but not limited to:
 - a. team entries;
 - b. vendor site fees;
 - c. car parking;
 - d. programme advertising; and
 - e. hay bale sales (post event)

Duties:

1. Implement the event in conjunction with any Council appointed advisory committee(s);
2. consult with relevant stakeholders and report to council by 31 January 2019 with options and recommendations for the future management of the Event, including the option of a partnership agreement between Council, the CEP and any other relevant party;
3. review the recommendations in the 2014/15 governance review and adopt and implement the recommendations to the extent they remain relevant;
4. prepare, review, update and submit to Council, a draft, 4-year Strategic Plan for the Event annually by 31 January;
5. regularly monitor performance against the strategic plan;
6. establish KPIs for each of the event objectives;
7. in relation to risk management
 - a. establish a Risk appetite Statement
 - b. regularly undertake a risk identification and evaluation process;
 - c. monitor implementation of risk management strategies
 - d. monitor significant changes in risk;
8. report to Council in relation to performance against KPIs - annually within three months of the Event.

Groups

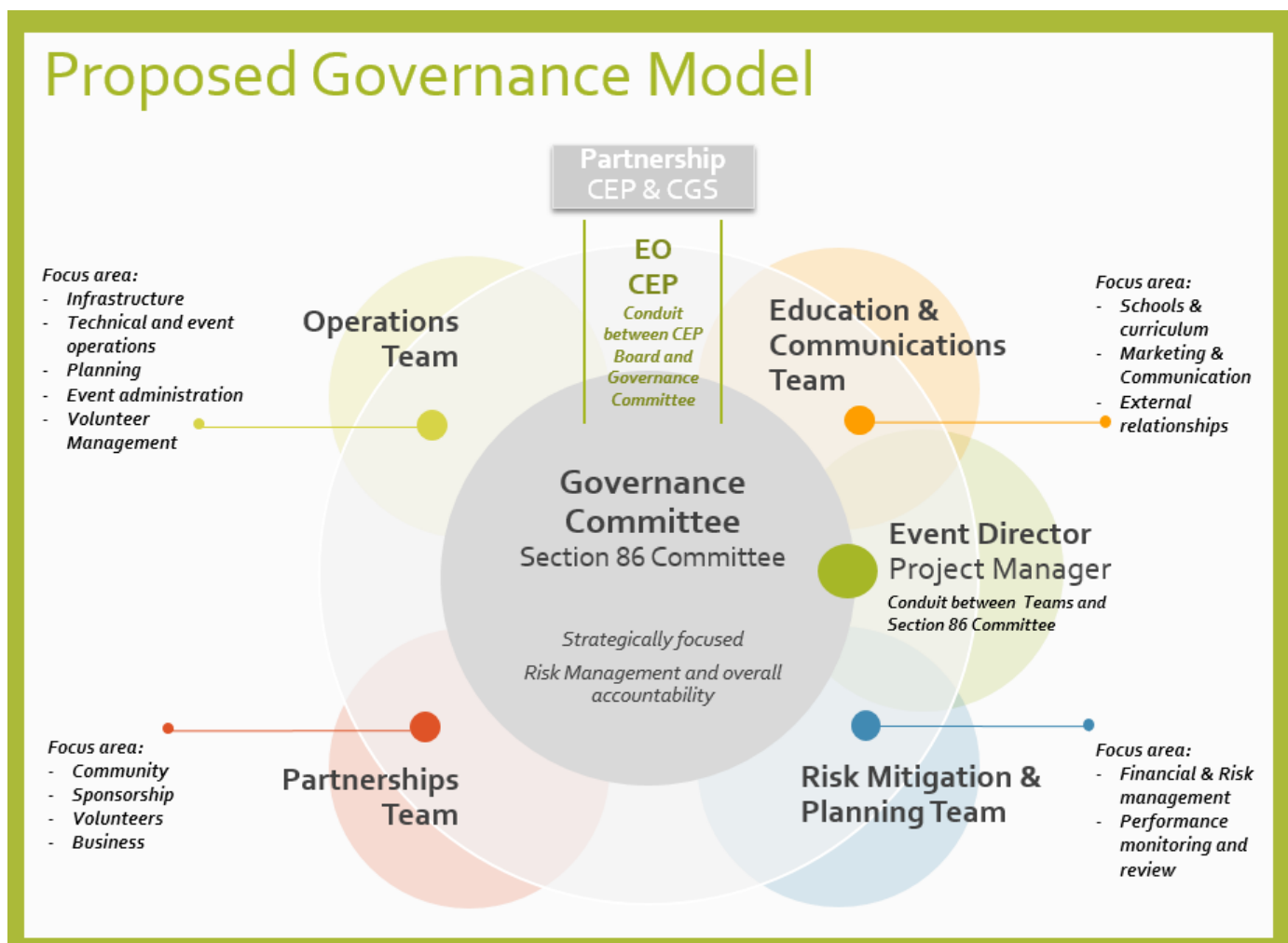
There seems to be a general understanding of the roles and responsibilities for both the Operations Group and the Planning Group from the people that we spoke to during our consultation, however we have been unable to confirm the existence of any documented Terms of Reference for these groups.

Generally speaking, the Operations Group is responsible for planning, implementation and evaluation whilst the local planning group coordinates local participation and volunteer efforts. A full description of the role & responsibilities of these groups were detailed in the previous Action Area 1 - Partnerships.

Proposed Structure:

In the development of the recommended future model detailed below we have considered the current organisational chart (Sept 2018) provided by the Event Director, recommendation 1 in the Governance Review with an example model and the current event management structure and future needs. The model below whilst similar to the Governance review model includes the additional key focus area of 'Partnerships'.

Diagram 5 - Proposed Governance Model



The design of the proposed governance structure supports the increased importance on good governance practices including risk management and the desire to focus more on partnerships to support increased viability and longer-term sustainability of the event.

The role of the S.86 Committee remains unchanged in the proposed structure. The focus of the Governance Committee is to lead and manage. The new structure will support the committee in evidence based decision making particularly supporting risk management and innovation.

It is recommended that membership of the S.86 Committee should be expanded to include representation from within the local community including volunteer and community representation. There should be significant consideration about improving diversity amongst this membership with recruitment for these positions aiming to increase female and youth participation. For the latter a past participant under the age

of 25 would support this. In expanding the membership, it is critical that all committee members understand that the EB is first and foremost an Education event and decision making should be informed and in support of this.

The underpinning reason for this significant change to the structure is to address inadequacies in good governance practices and ensure key decision making is well informed and evidence based. The recommended structure highlighted in the Governance Review provides a good base for the development of the proposed structure with the distribution of tasks across additional teams allowing for the development of clear terms of reference for each team with a clear area of focus and accountability. It also provides a sound base for a reporting structure to be developed and implemented.

The traditional role and responsibilities of the Operations Group and the Local Planning Group has been dissected in the proposed structure and allocated under the following key teams:

- Operations
- Education & Communications
- Risk Mitigation and Planning
- Partnerships

Along with this we have made additions in the proposed team structure of responsibilities that we see as critical but are not documented as any particular groups responsibilities currently. We recommend that the details provided below are used as a base for discussion with key stakeholders to further develop each teams Terms of Reference ensuring key Operational Group members are engaged in this process.

Operations Team - led by Event Director **with support from Manager of Tourism, Events and Culture*

Key responsibilities include:

EVENT OPERATIONS:

- Medical and Emergency Services
- Volunteer Management
- Technical & Assessment Coordination
- Event Administration
- EB program support
- High level Task Lists / Runsheets

SITE MANAGEMENT:

- Site permits and compliance
- Site set up and pack up
- Permanent and Temporary Infrastructure
- Operations Planning (Traffic, Track, Waste, Water, Lighting, Power, Accessibility & Food Management Planning)
- On-line systems including compliance and inductions
- Coordination of event set up service providers
- Site Maps
- Extra Event Activity operations (i.e.: expo, fete)

Education & Communications Team - led by Program & Trial Officer

Key responsibilities include:

- School & curriculum liaison
- EB program support and development
- Technical & Assessment Coordination
- Planning & Brand development
- Marketing general
- Creative
- Sponsorship benefit development
- Database / Online Management
- Merchandise & Apparel

Risk Mitigation & Planning Team - led by the or Event Director * with support from Manager of Tourism, Events and Culture (CGSC) and the Governance, Property and Risk Manager (CGSC)

Key responsibilities include:

- Event Management Plan
- Business / Strategic Plans
- Financial Management / Event Budget
- Risk Management Plan
- Emergency Evacuation Plan
- Risk and Issue Management and reporting
- Performance Monitoring and review
- Inductions
- Key staff relationships & succession planning
- Compliance, Policy & Procedure
- Event Development

Partnership Team - Led by Sponsorship & Grants Coordinator *with support from Volunteer Coordinator

Key responsibilities include:

- Business engagement and initiatives
- Sponsorship, Fundraising & Grants
- Volunteer & participant Relationships
- Community participation and ownership

Regardless of which structure the EB operates under there is an immediate need to clearly document the role and responsibilities of each group (current: Operations and Local planning, and proposed: Operations, Education & Communications, Risk Mitigation & Planning and Partnerships)

It is recommended that TOR to be created for each of the teams/groups and communicated broadly (regardless of agreed structure moving forward).

TOR should include the following information:

- Introduction/background
- Role/aims of the group
- Governance scope
- Group responsibilities and key deliverables
- Chair responsibilities
- Member responsibilities
- List of members including organisation they represent and role on group
- Administration arrangements
 - Decision making process
 - Quorum
 - Proxies
- Meeting protocols
 - Frequency
 - Communication
 - Reporting

It has been noted that the local planning group is an open meeting for any interested parties to attend. It is recommended that this opportunity be better communicated through CGSC channels to general members of the community. If the proposed structure is adopted, this same opportunity should be made available for the Partnerships Team meetings.

Human Resources

Overview

The workload required has grown, even more so with the shift to a two-party partnership arrangement. This must be considered as a source of risk and concern.

There are many groups and individuals helping to deliver EB, some contactors, some CGSC staff, some volunteers, some partner staff / contractors. Job roles must be made clear, not only to the person responsible but for other key personnel so they too have an understanding of each role, reducing any crossover.

This section looks at the roles/positions required to successfully deliver the event and the different ways that this can be delivered. Roles need to be defined first but still allow flexibility to suit the skills of the team at the time.

While there are many elements to the EB celebration event, one person dedicated to overseeing all aspects of the event seems to be lacking and may not be practical in terms of an event and educational program of such complexities and size. The role of the Event Director is proposed as the conduit between the governance model teams and the S.86 Committee in the recommended structure. The Event Director is also listed as the proposed lead for two of the four teams. This additional workload would reasonably be expected to place extra time requirements on this pivotal role but could be managed through delegation of some of the day to day activities of the Event Director to other members of the Event Management team.

Current Structure

Previously, the three partners have taken on key responsibilities related to their areas of responsibility and expertise. Broadly these were:

- CEP- Educational issues and schools
- RACV- Technical, trial and track
- Central Goldfields Shire Council- Site and event operations

With the reformed 2-Partner structure, CEP have since taken on most of the technical responsibilities that fell previously under RACV particularly the Scrutineering of the Design / Construction and Display / Presentation components, as well as any track/trial operations issues. Infrastructure, site and event operations has remained a responsibility of the CGSC. The successful hosting of the 2018 event demonstrates that this reallocation of responsibilities has been effective.

Volunteer management

The responsibility for the management of volunteers currently involves limited structure and is spread across several people. Each person takes responsibility for recruitment, retention and recognition of their volunteer pool which in some cases has resulted in a feeling of inequity amongst some volunteers.

During the event, the Event Director and Education Officer work in tandem to coordinate volunteers across the entire event.

The following positions are currently used to recruit and manage volunteers:

- Event Operations Support (CGSC) - community based volunteers for marshalling, judging and general duties
- Education Officer (CEP) - technical volunteers for scrutineering, Clerk of Course and Senior Track Marshal, General volunteers
- Display and Presentation Coordinator (CEP) - Judging, La Trobe, ACU
- TRYathlon Coordinator (CEP)
- Local Community Volunteer Leader - Marshalling and general volunteers

Contractors and Employees

Contractors:

- Event Director
- Education Officer
- Online Manager
- Contractors employed for service provision to enable event to occur *** this remain unchanged in proposed structure.*

Other CGSC & CEP employees that support EB Program and Event include:

- Events Officer (CGSC)
- Recreation Coordinator (CGSC)
- Recreation Officer (CGSC)
- Procurement Officer (CGSC)
- Accounts Payable Officer (CGSC)
- Various Depot employees (CGSC)
- EB Project Officer (CEP)

Recommended Structure

- Event Director (Contractor) **remains the same**
- Sponsorship & Grants Coordinator (Joint role between CEP and CGSC - exact split to be agreed between partnership dependant of final task/job allocation) **NEW POSITION**. Justification for split responsibility between partners is detailed in Action Area 1- Partnerships: *Sponsor Partnerships (estimated cost for 2019/20 \$12,500 to \$15,000 - 2020/21 increases to \$18,750 to \$22,500)*
- Volunteer Coordinator (Contractor or Volunteer Leadership Team). **NEW POSITION**. (estimated cost for contracted role at 0.2 FTE between \$15,000 to \$18,000 PA)
- Program & Trial Officer (CEP Contractor) **Previously Education Officer**
- Governance, Property & Risk Manager (CGSC) **new inclusion to structure - existing role in CGSC**
- Events Officer (CGSC) remains **the same**
- Site Manager (CGSC) **Previously Recreation Coordinator**
- Marketing & Communications (Joint role between CEP and CGSC - exact split to be agreed between partnership dependant of final task/job allocation)

Diagram 6 - Key event Management roles

Key event management roles		
Role Description/Title	Role type	Team inclusions
Event Director	Contractor (CGSC)	All: <ul style="list-style-type: none"> • Section 86 Committee • Operations • Risk Mitigation & Planning • Partnerships • Education & Communications
Sponsorship & Grants coordinator	Contractor (CEP/CGSC)	<ul style="list-style-type: none"> • Risk Mitigation & Planning • Partnerships • Education & Communications
Volunteer Coordinator	Volunteer leadership team OR Contractor	<ul style="list-style-type: none"> • Operations • Risk Mitigation & Planning • Partnerships • Education & Communications
Program & Trial Officer	Contractor (CEP)	<ul style="list-style-type: none"> • Operations • Risk Mitigation & Planning • Partnerships • Education & Communications
Manager Tourism, Events & Culture	Employee CGSC	<ul style="list-style-type: none"> • Operations • Risk Mitigation & Planning
Governance, Property & Risk Manager	Employee CGSC	<ul style="list-style-type: none"> • Risk Mitigation & Planning
Events Officer	Employee CGSC	<ul style="list-style-type: none"> • Operations • Risk Mitigation & Planning • Education & Communications
Site Manager	Employee CGSC	<ul style="list-style-type: none"> • Operations • Risk Mitigation & Planning
Marketing & Communications	Contractor (CEP/CGSC)	<ul style="list-style-type: none"> • Partnerships • Education & Communications

Roles & Responsibilities

To assist in the development of the new structure the below key responsibilities for each role can be used as the foundations. To create a truly effective structure the current key personnel in the positions of Event Director, Events Officer (CGSC), Event Operations (CGSC), Online Manager (event contractor to CGSC) and the Education Officer (program contractor to CEP) should be consulted in this process. These key personnel with numerous years' experience in running this event will provide detailed advice and vision on how the structure can be tailored to meet the complex needs of an event such as EB.

The **Event Director role** should be redefined to include the following key responsibilities:

- Facilitation and coordination of the Business / Strategic Plan
- Key Staff relationships
- Facilitation and coordination of the Event Management Plan
- Manage the Event Budget, including draft, maintenance, cross referencing invoices and final reporting
- Ensuring compliance with council policy
- Event Policies & Procedures
- High level Task Lists / Runsheets
- Event Development
- Coordinate Extra Event Activity (i.e.: expo, fete)
- Some permits
- Site Maps (in conjunction with relevant teams and potentially an external contractor)
- Medical and Emergency Services
- Accessibility Plan

The **Sponsorship & Grants Coordinator role** should be developed to include the following key responsibilities:

- Sponsorship
- Fundraising, Grants, Donations
- Awards submissions

The **Volunteer Coordinator role** should be developed to include the following responsibilities:

- Volunteer Recruitment
- Volunteer retention and recognition
- Development of Volunteer Position Descriptions
- Coordination of Volunteer training
- Volunteer records management
- Communication of relevant policies and procedures
- Volunteer conflict management, grievances and disputes
- Facilitation of volunteer input into decision making and event debrief activities
- Volunteer support - meals, accommodation, reimbursement of expenses

This role could be facilitated in one of two different ways. The first, and most likely easiest to implement, is the contracting of a Volunteer Coordinator for a limited amount of time in the lead up to the event to enable contribution in planning activities and the coordination of volunteer activities throughout the event delivery period. This option may not support adequate opportunity however to be proactive in managing volunteer relationships, recruitment, retention and recognition unless the position was implemented at 0.2 FTE at a minimum for the initial trial period. This role would be contracted and could be expected to attract a contract fee of between \$15,000 and \$18,000.

The second option would take more planning and resource development to introduce but would provide more opportunity for the community to take ownership of the event and support increased volunteer buy-in. This option would involve the creation of a Volunteer Leadership Team (VLT) that would lead volunteer management across the entire event.

The VLT would have a minimum of 5 members to share the workload on a volunteer basis and should look to be a team with varied skills to support deliver of volunteer activities and programs. Some examples would include someone with experience in managing training programs, a person experienced in HR issues including conflict management and importantly current or previous volunteers with specific EB management experience.

The VLT could take on portfolios relevant to their experience and would work across the partnerships team and the operations team.

Whilst the VLT will hold overall responsibility for recruitment, retention and recognition of volunteers it is reasonable to accept that the ways in which volunteers are currently targeted and recruited can be retained and incorporated under the guidance of the VLT. this may be a consideration once increased community ownership of the event is achieved.

The **Program & Trial Officer role** should be redefined to include the following key responsibilities:

- Volunteer Management support
- Technical Coordination
- Assessment Coordination
- Program and Event Administration

The **Manager Tourism, Events and Culture role** (*with support from CGSC Finance Manager*) should be defined to include the following key responsibilities:

- Co-managing the budget in conjunction with the Event Director
- Providing finance updates for committee meetings
- Profit & Loss statements and projections
- Reporting on actuals against budgets

The **Site Manager role** should be redefined to include the following key responsibilities:

- Site Permits and compliance
- Site set up and pack up
- Permanent and Temporary Infrastructure (recreation facility readiness)
- Traffic Management Plan (including Car Park Management)
- Traffic Management
- Coordination of event set up service providers
- Waste Management Plan
- Water Management Plan
- Lighting Plan
- Power Plan
- Site Maps
- Accessibility Plan (site related)

The **Events Officer role** should be redefined to include the following key responsibilities:

- Site signage
- Food & Catering (including Food Management Plan)
- Events administration
- Business engagement and initiatives
- Community participation and ownership
- On-site surveying (in conjunction with CGSC marketing)

The **Marketing & Communications role** can be managed in a number of ways including a split of the role to be a shared responsibility between CGSC and CEP (examples on how this could work are included after each responsibility area below).

The current position of the **Online Manager** role should be redefined to be seen as the **Marketing & Communications role** and include the following key responsibilities:

- Marketing Planning (joint function between CGSC marketing & CEP)
- Brand development (joint function between CGSC marketing & CEP)
- Program sales (CGSC marketing)
- Program design (CGSC marketing)
- Website maintenance (Online Manager)
- e-Newsletters (joint function between Online Manager & Program & Trial Officer)
- Social Media (joint function between CGSC marketing Program & Trial Officer)
- Creative / design (CGSC marketing)
- Traditional media (CGSC marketing)
- EB to Schools marketing (CEP)
- Sponsorship benefit development (joint function between CGSC marketing & CEP)
- PR (CEP)
- Ambassador Programs (CEP)
- Media Famils and experiences (CEP)
- Video content & YouTube (Online Manager)
- On-line systems (Online Manager)
- Database Management (Online Manager & Event Officer)
- Merchandise & Apparel (Online Manager & Event Officer)
- Marketing signage (CGSC marketing)
- On-site surveying (CGSC marketing)

Following the decision of how this role could be delivered the decision on where the resource sits (within the partnership) and how is its funded will be required

There are several other established roles within CGSC & CEP which support event management and in some cases without such support additional paid contractors or volunteers would be required.

For CGSC this includes the procurement officer, accounts payable staff and a number of Council's outdoor staff who play a pivotal role in event set up and pack up.

For CEP the program is further supported by a project officer responsible for the implementation of the EB program.

Contractor terms

While the Event Director position is a contract position and therefore would fit within the tender guidelines as set out by the CGSC, this position and other key contractors should work off 2-3 year contracts with agreed fees and responsibilities, allowing parties to plan ahead, work more efficiently and focus on other areas that need attention.

S.86 COMMITTEE:

The documented powers and duties of the S.86 committee, as sourced from the Council's instrument of delegation include:

Powers and functions:

1. in conjunction with the EB Operations Group, to plan, prepare, organise, manage and promote an annual event called Energy Breakthrough;
2. to preserve the integrity and significance of the event;
3. to generally promote the ideals of the event;
4. to operate petty cash float not exceed \$1000;
5. to determine event fees, including, but not limited to:
 - a. team entries;
 - b. vendor site fees;
 - c. car parking;
 - d. programme advertising; and
 - e. hay bale sales (post event)

Duties:

1. Implement the event in conjunction with any Council appointed advisory committee(s);
2. consult with relevant stakeholders and report to council by 31 January 2019 with options and recommendations for the future management of the Event, including the option of a partnership agreement between Council, the CEP and any other relevant party;
3. review the recommendations in the 2014/15 governance review and adopt and implement the recommendations to the extent they remain relevant;
4. prepare, review, update and submit to Council, a draft, 4-year Strategic Plan for the Event annually by 31 January;
5. regularly monitor performance against the strategic plan;
6. establish KPIs for each of the event objectives;
7. in relation to risk management
 - a. establish a Risk appetite Statement
 - b. regularly undertake a risk identification and evaluation process;
 - c. monitor implementation of risk management strategies
 - d. monitor significant changes in risk;
8. report to Council in relation to performance against KPIs - annually within three months of the Event.

Additional key responsibilities for the Governance Committee should include:

- Approval of Job descriptions for all key roles
- Approve the Event Management Plan
- Approve the Event Budget
- Input & Approval of Business / Strategic Plan
- Governance and Board policies and procedures
- Legal obligations of the event
- Legal obligations of the board
- Insurances (volunteer, professional indemnity, inclement weather, public liability, etc)

It is recommended that the following occur to support Human Resource Management

- Formal role and responsibilities must be documented by role in a consistent manner
 - Current role descriptors for contractor roles (Event Director, Education Officer and Online Manager) are included at Part B: Documentation and Appendices
- Agreed performance and review procedures should be established and communicated.
- A gap/efficiency analysis should be conducted of event tasks and the key personnel roles responsible for delivery of these. The gap analysis will demonstrate areas with opportunities for efficiencies where several roles are seen to be doing the same task and in other cases highlight tasks that are not seen as a responsibility for any of the key personnel roles.

Succession Planning

Effective succession planning involves clearly defining your goals and objectives then looking to ensure you are able to achieve these goals in the longer term. To reach your goals you need a clear plan on how to involve the right people with the right skills in critical positions now and in the future. This means knowing there is someone to fill the void if a key member retires or is unable to continue in their role.

While some actions have been taken in relation to succession planning through an informal mentoring process, the fact that no overall documentation of the policies and procedures exists is a major concern and risk in meeting succession expectations. There is an immediate need to consider mitigation of this risk through the development of a documented succession plan.

The succession plan should detail the following as a minimum:

- Goals and objectives
- Identification of critical roles
- Documented position descriptions detailing skills required to perform each role
- Successor and development plan for identified positions expected to become vacant in the immediate to medium term future
- Mentoring plan for internally identified successors
- Recruitment plan for identified skills gap unable to be met internally
- Youth development plan (if found to be appropriate)
- Review and evaluation schedule for succession plan to ensure the plan remains relevant and always reflects the changing environment both internal and external

At a sustainability level the individual knowledge of the delegated tasks remains almost exclusively with the individual operatives. When they leave, that knowledge and experience goes with them and much of this unpins the success of the event.

It is recommended that the following occur as a matter of priority.

Look to invest in ASANA (<https://asana.com/>), a collaborative management program that will allow:

- a. Task list creation by project team, tasks can be delegated, sub-tasks can be added and delegated, comments can be made, etc
- b. Agenda development, keeping meetings focused and productive
- c. the management of marketing / creative requests so they can be prioritised
- d. Documents to be uploaded within communications chains kept in a centralised location and out of everyone's inbox

ASANA is also the ideal platform to start developing the finer details of allocating tasks to jobs.

Action Area 4 - The Event

Overview

EB is an iconic education program and event that has been ran successfully for almost 30 years. It creates opportunity for primary and secondary school students to engage in an exciting STEM project, while also promoting healthy living and encouraging team work.

EB tackles real world challenges including sustainability, transport, safety, alternative fuels and the environment and also drives visitors in their thousands annually to the township of Maryborough. EB also creates many volunteer opportunities with approximately 800 people giving up their time across the four-day celebration event, as well as during planning stages, both pre and post event. EB ticks a lot of boxes.

A core team of individuals in particular have helped grow the EB to what it is today. Categories have been introduced that differ from typical HPV events including Innovations in Technology, EEV's, Pushcarts and the TRYathlon. The Victorian State Government offers EB its full support and program objectives are carefully considered with female participation a high priority. Classes under each category not only enable an even gender ratio, but also allow for a fair cross section of metropolitan and regional schools.

Entry fees continue to provide great value for money enabling schools with less resources, or those that are located in lower socio-economic areas, to participate. Above all, not only are the students learning and challenging themselves, they are also having a fantastic time with their peers.

With 160 schools participating, over 350 teams and entries being judged in three different areas, EB is also a complex event to schedule, manage and organise. Due to its' size and nature, it is also an event that requires a lot of resources as well as costs a significant amount to run, with event and program expenses of over \$500,000. There are current limitations around on-site revenue raising with no internally run catering or paid admissions, and the loss of RACV's sponsorship and in-kind contributions has resulted in a notable budget deficit.

That being said, EB has great event bones, and while it might be difficult to calculate the educational benefits the EB produces, to attract over 20,000 people over four days is a mighty achievement with significant economic benefit, and one that would be difficult to replicate.

The Market/Brand

OVERVIEW

EB is marketed as the best active learning program and event for primary and secondary schools that aligns with the national education policy and overall. The EB brand is in good shape with plenty of work happening in 2016 on the development of brand guidelines.

This document captures the essence of the organisation's philosophy and culture, the relevant and progressive approach to learning, community engagement, tourism, economic and social transformation.

The brand guidelines have been created to assist designing and producing compelling communications to make sure EB always looks great and connects with their audience. Aside from updating the document to remove reference to RACV where needed, there is very little work to be done in this area at this point in time, aside from recirculate the guidelines including marketing personnel from both CEP and the CGSC.

EB's primary audience is the students, staff and family members who attend primary and secondary schools. Their secondary audience is the visitors who come to the event to spectate.

Their tertiary audience is the partners, volunteers and event staff, and EB have a solid understanding this.

However, there are four particular areas that come with recommendations around marketing activity and will be of focus for this section.

1. Development of a Marketing Plan
2. An overall review of what marketing platforms can currently or in the future be offered to potential sponsors as part of the benefits package
3. How schools can be better marketed to in order to increase entries
4. Target audience surveying

Marketing Plan:

While EB already attracts over 20,000 people across four days to the celebration event with a good part of this number due to participation, two key areas that can help the bottom line are more entries and sponsors. Both of these areas require a degree of marketing attention to be successful. Additionally, if or when entry fees by donation / ticketing / fundraising activities are implemented, a marketing plan will also address ways in which the NFP status of the event and change is communicated, helping with the acceptance of these initiatives.

The development of a marketing plan will help set goals and guide the activities required to do so. Developing this will also further determine what it is that makes EB valuable to potential sponsors. Right fit sponsors will be attracted to the EB audience, which is predominantly students, teachers, the Central Goldfields community, schools and families. How to best market to these audiences and also provide opportunities to sponsors will form part of the marketing plan and sponsorship strategy.

Additionally, a marketing plan is often a requirement in grant applications.

Marketing EB to schools will not just fill category classes, it will create demand, strengthening opportunities to increase fees, while staying true to inclusion values. Annual updates will identify class trends so marketing efforts can be concentrated on particular types of schools, such as all female, primary schools or interstate teams as examples.

The marketing plan should detail strategies, timings and opportunities to utilise EB social media platforms to communicate stories and updates in STEM thereby becoming an engaging and influential voice for education and STEM. It should also detail the opportunities available to promote other events and tourism messages from the Central Goldfields region.

Unless gate entry / admission is implemented, the EB will benefit more so out of tailored marketing activity rather than mainstream forms of advertising. This activity could include:

- EB platforms (e-newsletters, social media, website)
- Local communications (via CGSC platforms, i.e.: e-newsletters)
- Cross promotion with sponsors / partners
- Participation at education events
- Public relations
- Ambassador endorsement

There are many marketing plan templates available and one has been recommended as part of the Event Management Tool Kit.

Marketing Benefits for Sponsors:

Sponsorship packages typically come with a host of above-the-line marketing benefits and while EB doesn't need to sell itself to the masses, EB will need to ensure any marketing benefits able to be provided to sponsors are optimised.

The current marketing platforms that exist include:

- **Website:** It should be noted here that a full EB website review has been undertaken as part of the business plan process and has been provided to CGSC. This review provides recommendations on how to make the website more commercially attractive to sponsors.
- **The Program:** The program provides opportunities for sponsors to advertise. Ideas around how the program could be improved and used as a selling tool / sponsorship benefits are included in Action Area 2: Financial Sustainability.
- **e-Newsletters:** EB send regular e-newsletters to schools.
- **TV advertising:** it appears TV advertising occurs to promote the event. This may need to be re-evaluated during the marketing planning process. Suggestions have been made in Action Area 2: Financial Sustainability.
- **YouTube:** EB can offering opportunities for sponsors to advertising within their YouTube channel.
- **Social Media:** EB actively use Facebook, Instagram and twitter.

Other platforms that could be utilized include:

- **PR:** Work together with the Maryborough Advertiser on a campaign that highlights the schools competing, the form, the preparation, that follows the local schools planning and development. This is a free activity and sponsors who are involved at a school level and at the event level would gain from this activity. A selection of local papers in other areas could be targeted each year to feature a local school team, highlighting the program to other schools and helping drive entries.
- **Ambassador Program:** Sponsors would benefit indirectly with the introduction of an ambassador program via extra hits to the website, YouTube channel and any mentions or branded merchandise worn by the ambassadors. Given the event is centred around kids education and the environment, EB may find suitable candidates willing to be an ambassador for the event free of charge. It is recommended to look at this in conjunction with the 30-year anniversary in 2020.
- **Traditional Media:** this could be introduced as part of the new approach to the Expo and whatever marketing elements may come of the 30-year anniversary. For example, if the Energy Expo has a transport focus, direct marketing approaches to businesses with an interest in transport could be considered.

Marketing to Schools

A focus on direct or below-the-line marketing to schools needs to be addressed on a whole, as an increase in entries in all categories (excluding the sold out HPV category), would have a significant impact on the bottom line (as outlined in Action Area 2 - Financial Sustainability), and require minimal effort by event operations and expenses.

Currently CEP promote EB via their schools generic email database, predominantly featuring principal's or administration email addresses. In many cases, this approach would result in emails being deleted, not looked at or received by the wrong person as it is not tailored.

While it the most effective to talk to schools one-on-one and where possible to the STEAM teacher/s, this would take a lot of resources. It is therefore recommended that a S.86 Committee and CEP (key staff and board members) conduct a brainstorming session with invitations extended to key personnel including the Events Officer and Marketing Contractor.

It should be noted that it is difficult to find the entry fees on the EB website by category. Schools might get frustrated searching for these and not enquire. While many schools struggle to find a dollar, the entry fees for EB are good value, particularly for those who are supplied with camping as an inclusion in these. It is recommended that these are listed under the categories as a value statement.

Some ideas to discuss include:

1. **EB Database Management:**

Currently EB have a database of previous schools to contact which dates back to 2000 and has 741 schools' details. Processes should be put in place to ensure the contact details of each school (including the STEM teachers) are up to date and appropriate, prior to the campaign period before registrations open. Currently the registration collects the team manager details, which may or may not be the STEM teacher. This could be achieved by an emailer requesting the updated details, which would then link through to a form to complete, in combination with desktop research and cross referencing when team registrations are received. This would be best done by a compliance, governance and database management system.

While it would be a time consuming task for EB to create a target schools' database, with over 2500 schools within Victoria, a less time consuming task would be to add TECH schools to the database to help grow the EEV category which last year had 18 teams and a potential quota of 30.

2. **CEP Tailored databases:**

It would be far more effective to target a STEM teacher database. Opportunities for CEP to start gathering database information that is tailored to their various programs is worth bringing to the table. This could possibly even result in increased participation across the board with all CEP programs.

3. **Promotion via association:**

There are various resources that could potentially assist in helping promote EB to schools via their own databases. Some of these include:

- STAV (Science Teachers' Association of Victoria Inc)
- Re-Engineering Australia Foundation
- The Mathematical Association of Victoria
- Design & Technology Teachers Association
- The network of six Victorian science and mathematics specialist centres

CEP could assist with this process by creating a list of any associations / partners that could support this activity. How EB is then promote would possibly need to be discussed with the associations directly and be dependent on the platforms they use/ what they can make available (i.e.: leaderboard on websites, tile in emailer, program mentions, social media content, etc).

Additionally, an inclusion within any new sponsorship arrangements with EB should include opportunities to promote via their database where relevant.

4. **Marketing Grants:**

The Sponsorship and Grants Coordinator should also look at opportunities to apply for marketing innovation grants where by financial assistance can be acquired to help with marketing to schools.

5. **Content driven promotions:**

EB could run a video competition among the participating schools or invite select schools to produce a promo reel for the event (one targeted at primary schools, the other secondary). This could be the A in STEAM.

6. **Guest speaker at Conferences / Workshops:**

Consider CEP approaching up and coming STEM Education Conferences (primarily Victoria and potentially NSW & SA to attract bordering schools if numbers need to be filled), to become a guest speaker on EB, supported by a take home promotional pack to schools interested. There may also be opportunities to run a workshop.

Note: It would be beneficial for the Event Director to attend a hand selected STEM conference annually to keep up to date with advances and opportunities within STEM education, and how these advancements could be incorporated into current or new categories.

Conferences / Expos include but are not limited to:

- Mathematics Teaching and Learning Centre Conferences held at ACU (3 x Conferences include: Primary Teachers - May, Education Leaders - July, Secondary Teachers - Dec)
- STAVCON
- National Roads & Traffic Expo in September (guest speaker spots are still open for this expo which would provide a good opportunity to network with potential sponsors as well)

7. **Attendance at other events:**

A cost effective way to promote directly to teachers and schools would be via expos, exhibitions and partnering with conferences where they allow information stalls set up. For example:

- Future Schools (stands start from \$800)
- A stall at STAVCON via the partnership with La Trobe University promoting EB (this is held at the Bundoora campus the Friday after EB), or simply ask La Trobe University to set up some pull up banners and pamphlets as a static display.
- Explore opportunities to advertise to schools during National Science Week in August.

8. **Establishing relationships with Education / Leadership courses:**

Establishing relationships with businesses who offer Education / Leadership courses in STEM, such as Bastow Institute of Educational Leadership, Victorian Curriculum and Assessment Authority, could not only open the doors up for sponsorship, but also allow opportunities for them to introduce EB to their students, many or most of whom are teachers developing their skills in STEM and can take back the information to their schools and consider participating.

9. **STEM Teacher famil:**

Nothing quite sells a program like experiencing it. It is recommended that a short list of hand selected schools (10-20), perhaps with a focus on regional Victoria, is put together each year and the EO of CEP together with the Event Director, personally invite the STEM teacher for an EB famil. The teachers who attend could be guided through the program by a past student.

10. **STEM Teacher / Team Managers word of mouth:**

The Education Officer and Event Director in particular have strong relationships with many of the repeat school's Team Managers and / or STEM Teachers. It would not be an unreasonable request to ask of these people to help drive school entries with other STEM teachers they know. A reminder of this should be included within the post event survey.

11. **School's Social Media / Newsletters:**

Schools follow other school's social media pages, therefore encouraging the participating schools to take photos and post to their pages will help promote the program and event experience to potential schools. An event wrap up (one pager which could also be hosted online) with pictures and video content could be provided to schools post event, a) to encourage the school to return and b) to encourage more entries from that school.

12. **education.vic.gov.au:**

Arrange for the Victorian State Government Education and Training website to list EB under Classroom Activities, or even more predominantly, on the STEM in schools page.

<https://www.education.vic.gov.au/about/programs/learningdev/vicstem/Pages/schools.aspx>

Target Market Surveying

EB provides opportunities to potential sponsors to target the family and education market. For sponsorship suitability, it is important to present within proposals an informed picture of the target audiences. Sponsors will want and need to know that their target audience suits EB actual audience. Looking for "like" target markets is also an effective way to start compiling a potential sponsor hit list.

Knowing simple data like gender, age, and geographic location will be important, but it is also ascertaining values, needs and desires that will be of interest to the sponsor. This surveying should be incorporated into the survey recommended to capture more updated information on movements and spend.

Survey templates are available to tailor to suit the objectives of the survey.

Continuous Improvement

After event review

There are already processes in place that support an after event review where many key stakeholders are able to provide input on what went well and opportunities to improve and innovate. This includes face to face meetings with the S.86 Committee, local schools, local planning group and surveys with participating schools. In 2018 the event debrief sessions also included a more in-depth reflection workshop facilitated by RM Consulting Group.

Debrief sessions provide an excellent opportunity for people to be heard and to provide feedback and should continue to be part of the management of EB. These should be conducted individually and within a group context. Each meeting should have an agenda that supports all parties involved to have a voice.

These scheduled sessions will allow opportunities to:

- Value ideas, thoughts and opinions of contributors
- Provide motivation and encouragement to key personnel
- Gain support for business goals and objectives
- Plan more effectively, tackling any concerns that arise before they become problems
- Have conversations where appropriate around succession and support
- Gain a better understanding of the tasks at hand
- Develop relationships with clear and constructive communications
- Model an inclusive and good governance culture

The current processes and framework about how this information is then communicated back to key stakeholders and then utilised in planning future events is unclear. Whilst the activities themselves demonstrate a collaborative learning and review process, the lack of clear processes to support action and communication channels present a risk in several areas including demonstrating action following a request for

input, continuous improvements and opportunities for increased efficiencies and inclusion of feedback to support evidence based decision making.

It is recommended that consultation with key stakeholders and partners occur in a timely manner. Some guidance on this is provided below.

Surveys to key stakeholders to be sent immediately following the event so feedback is fresh and in a consolidated format. This will result in more improvements being made for the following year as that knowledge is not lost.

The individuals / groups should be surveyed include:

- a. S.86 Committee
- b. Volunteers
- c. Schools (1 survey for schools + 1 for parents of students / spectators)
- d. Planning Group
- e. Operations Group

The survey questions should not just be based on the event but also the program as who knows what STEM enthusiasts might be on the other end with a head full of ideas.

Post Event Debrief should occur within 2 weeks of the celebration event. Invitations should be extended to:

- f. S.86 Committee
- g. 2 x Representatives from the Local Planning Group (that are not members of the Section 86 committee)
- h. 2 x Representatives from the Operations Group (that are not members of the S.86 committee)

A clear (live) agenda for input should be distributed prior to the meeting. ASANA also provides an agenda functionality where contribution can occur and support documents be uploaded.

Face-to-Face meetings with key personnel conducted bi-annually (mid year during the planning stages & post event) are recommended and will promote better communication between the practitioners on the ground who hold responsibility for delivering a successful event and the decision makers on the governance committee (S.86 Committee).

To support the reporting process around these engagements it is recommended that a lesson learned log be established to capture information from engagement activities. The log should include the following information and be accessible for multiple contributors:

- i. Contributor detail (individual, group or engagement activity)
- ii. Category - this could include things such as:
 - a. operational
 - b. governance
 - c. financial
- iii. Impact rating - positive or negative
- iv. The situation
- v. The cause/trigger
- vi. Consequences
- vii. Recommendations

Event Management Planning

Every event regardless of its size and nature needs an event plan which are required to submit to councils to ensure the right permits are in place and all other requirements are met.

The plan is a collection of all of the decisions and arrangements that the event organiser has made to ensure that the event is set up and runs according to goals and objectives, plus ensures that all the contractors know what their responsibilities are and so the public have a safe and enjoyable experience. The EMP also consolidates contractor's plans such as power, lighting and waste management.

An EMP also acts as a go-to for event management, committees and planning groups. As well as this, a thorough plan is key for succession planning, anybody should be able to go to this plan to get a clear idea of the workings required to deliver the event.

It should be noted that an event management plan is different to a Strategic Plan or a Risk Management Plan (RMP). It is a consolidation of all planning and operational documents. An example of what should be included in an event plan can be found in the Event Management Tool Kit located in Part B: Documentation and Appendices

The Event Management toolkit included a very comprehensive outline of what should be included within an Event Management Plan including the following areas:

- Power Management
- Lighting Plan
- Water Management
- Waste Management
- Food Management
- Accessibility
- Noise Management
- Liquor Management
- Asset Protection

While putting together a complete Event Management Plan will be time consuming initially, it will allow EB to consolidate all important information into one master reference document, enabling any new staff and contractors to establish how the different sections of the event operate.

A distribution list should be developed by the Committee and could include:

- > Central Goldfields Shire key staff
- > The safety officer and chief wardens
- > Key event staff
- > Key contractors
- > Emergency services
- > Key volunteers who are in managerial roles
- > Any other key stakeholders

It is recommended that a full review of the Event Management Plan occur to determine which areas need work and a timeline / responsibilities task list developed.

Event Risk Management Plan

Risk management, put simply, is the process of identifying potential problems that might arise over the course of the event and creating a plan for avoiding those problems.

Risk management in the general sense has been covered earlier in this plan under the section on governance. The details below relate specifically to Risk Management principles and related recommendations to the event operations.

A Risk Management Plan (RMP) is an important element of an overall Event Management Plan. Besides the main benefit of providing guidance during an emergency, developing the plan has other advantages. It enables organisers and stakeholders to discover previously unrecognised hazardous conditions or scenarios that may aggravate an emergency situation or incident and then work to eliminate them.

The planning process may bring to light deficiencies, such as the lack of resources (equipment, trained personnel, supplies), or items that can be rectified before an emergency or incident occurs.

In addition, a RMP promotes safety awareness and shows the organiser's commitment to the safety of workers, volunteers, participants and spectators.

An inadequate RMP or an attitude of 'it can't happen here' could lead to minor or severe losses. A plan that is poorly distributed, communicated or understood by teams involved with the safe running of an event could equally lead to such losses.

Opportunities to provide feedback in a timely manner should be made available to all groups who are not only responsible or involved with risk management processes, but also those who participate at the event, or representatives of - they are the ears and eyes on the ground.

EB Risk / Emergency Management:

Given the size and nature of EB, the management of risk should be treated seriously with solid frameworks and practices in place to allow teams to do so. The Committee and those involved with the delivery of the event or are responsible for groups or individuals involved or participating at the event hold a duty of care for their safety. It is important that these parties are aware of this duty of care and their responsibilities.

A lot of work has been undertaken recently regarding medical response and planning as well as track safety, and the following EB documents have been received that help assist mitigate risk at the event:

- Risk Management Plan (including Risk Assessment)
- Critical Incident Plan
- Medical Response Plan
- Traffic Management Plan
- Medical Services Event Schedule

The current RMP details the identified event risks, what control measures currently exist and the risk level with the current control measures applied. Each event risk also outlines additional treatment options available and what the risk level would be should they be implemented. This is formatted in a concise manner to present the event risks for discussion with the Committee and Emergency Management Services.

The current risks identified within this plan are listed in Part B: Documentation and Appendices.

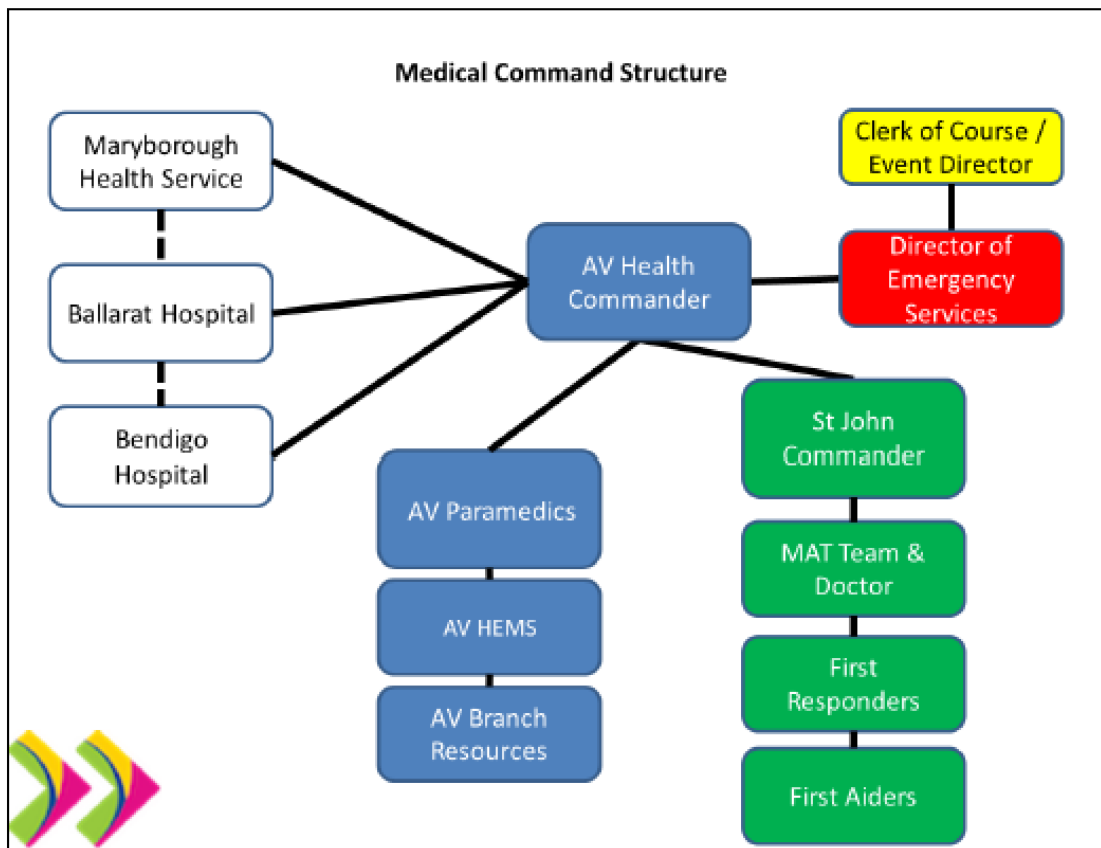
Risk Management documentation should be reviewed and evolve each year. Other areas that could be considered an identified risk to be addressed are below and it recommended to revisit the identified risks annually.

- Heavy lifting
- Dog fight / attack (or the introduction of a no-dog policy)
- Lost child missing person
- Public Liability claim
- Fire / Bomb Threat / Shooting or Threat of Shooting / Gas Leak / Car Attack
- Negative publicity
- Biohazards

A RMP should include the Emergency Evacuation Procedures and the Risk Assessment, as well as any other relevant documentation so it all sits within the one master document, accessible for those who need it. It is recommended that these are updated by either the Event Director, if they have the right skill set to do so, or otherwise a paid Chief Safety Officer (or Event Control Centre Director). In any case there should be input and assistance from those who have tasks that sit under the Risk Management portfolio.

A RMP sign off process should form part of a formal Risk Management communications structure to ensure key personnel have read and are familiar with the various emergency procedures in order to maintain their knowledge and understanding of what actions should occur in an emergency / incident. This overall process will enable them to be better prepared to ensure the safe and rapid resolution of an emergency situation.

The areas of medical, paramedical, ambulance and first aid seem well covered by professional medical service providers with the following medical command structure as documented in the Medical Response Plan.



However, a key area that needs addressing is Emergency Evacuation procedures including:

- a. Development of Area Wardens structure
- b. Delegation of Duty (Minor Incident, No Evacuation Required)
- c. Delegation of Duty (Major Incident, Partial Evacuation Required)
- d. Delegation of Duty (Major Incident, Full Evacuation Required)
- e. Active Shooter Evacuation
- f. Emergency Assembly Areas
- g. Emergency Messaging and procedure (these should be pre-recorded)

Other areas within the RMP that appear to require more detail include:

1. Details of the Race Control (Event Operations Centre - EOC) including who sits within the EOC and what the communications network is (some of this is detailed within the medical response plan)
2. Details on who would form the team within the Emergency Management Centre (EMC or Critical Response Centre) in the case of an emergency evacuation
3. Key Roles Summary and responsibilities plus contact details (i.e.: Event Director, Race Director and Critical Incident Coordinator if different, Clerk of Course, Director of Emergency Services, Emergency Coordinator, Peer Support Coordinator, Media Manager, Media Support Team, EB Executive Members). While this is detailed within the Critical Incident Plan to a degree, it should also form part of the RMP.
4. Risk Management / Emergency Management checklist (i.e.: training schedules, checking Critical Incident Kits, distribution of recorded emergency evacuation messages to sound, etc)
5. Induction and Training details
6. Lost children procedure
7. Media Crisis Management Plan
8. Details / Certificates of training from the Safety Officers (Statement of Attainment) and other key personnel
9. Gridded map with for emergency management procedures
10. Event debrief processes and timelines

Risk / Emergency Management Planning:

The involvement of RaceSafe has seen the introduction of two key documents, being the Critical Incident Plan and Medical Response Plan. Details on what action or medical response would be required in the case of a critical incident is thorough, however with regular changes to personnel it is important to review this so that anyone who has a role to play understands their obligations. Not having event emergency procedures adequately understood is a risk highlighted in the RMP (Risk 25) and one that requires attention.

This review and communication process should involve an initial meeting with the group/team (who are responsible for overseeing Risk Management) and representatives from the planning group to discuss and review the RMP and Emergency Evacuation procedures, so changes can be made for a meeting with Emergency Services for further review and communications.

While Risk Management would still form part of the Planning Group's agenda items, the Emergency Management meeting should be dedicated these topics only.

Invitations to this meeting should be extended to the Committee, VicPol, Ambulance, First Aid, key members from the Planning and Operations Groups, and any other relevant emergency services personnel listed within the Critical Incident Plan (i.e.: Media Manager) or recommended by the Event Director. A CGSC representative from the Committee should coordinate the meeting with agenda support from the Event Director.

On paper, EB are on the way to having a comprehensive and well documented Risk Management Plan, however there are areas for improvement that have been identified. It is recommended that the following actions occur prior to the 2019 event:

1. An internal review of all documents pertaining to the Risk Management Plan, including the identified risks (risk ratings), and the development of clear Emergency Evacuation procedures. This review should provide opportunities for relevant groups to provide input. Agenda items should include but not be limited to:
 - a. Review of current identified risks
 - b. New identified risks
 - c. The Critical Incident Plan, clarification around roles and procedures
 - d. Any training required in order to ensure the people tasked to the roles for that year's event have the right skills to perform their duties
 - e. Emergency Evacuation Procedures (to start documenting / discussing these more thoroughly)

2. A review of the formal structure required for the Committee to effectively oversee the Risk Management activities of the EB, including a formalised process for sign off on the RMP.
3. A review of the current and required communications relating to the RMP along with the roles and actions required from the plan.
4. Consolidation of related documents into a Master Risk Management Plan
5. A meeting with Emergency Services specifically relating to the risks and emergency evacuation procedures

In addition to this, the following has been recommended as part of the 2018 EB Internal Audit and supported as part of the sustainability planning.

- If not already actioned since the audit, the CGSC Risk Management Policy be reviewed and updated to ensure it is consistent with AS/NZS ISO 31000:2009, including a Risk Appetite Statement.

Insurance Considerations

It is recommended the S.86 Committee undertake a full review of insurances including their own, CEPs as well as key contractors. This review could take place while establishing partnership agreements, trademarks, etc. Insurances that will be important, but are not limited to, include:

- Public Liability (what is the minimum amount within CGSC policy that is required of all contractors, or are their varying levels). Will the CGSC cover public liability for any NFP clubs involved, etc.
- Professional Indemnity
- Inclement Weather Insurance. This comes with considerable expense however something that should still be explored and tabled for discussion.
- Volunteers Insurance. This is essential to have for events that operate with volunteers.
- A WorkCover Insurance review should also be undertaken on volunteers and all contractors. This is to protect anyone working on the event, as public liability only protects the public, not the worker.

Innovation

Growth and development with events is vital, the same initiatives typically produce the same results.

A small but targeted survey was done to teachers involved with EB (refer to Part B: Documentation and Appendices) and discussions with the Event Director and Education Officer around what extra activity could be introduced outside of the trials. The results do vary however there is clear theme around not having much time for extra activities and wanting to focus on competing.

Regardless, continual discussion about what the parents, the teachers, the locals as well as the schools want to engage in is recommended.

The Program

Overwhelmingly respondents of the targeted participating schools survey praised the event and the organisers on providing a beneficial program for their school involvement. Survey results show the passion for the program. This enthusiasm is fantastic and suggestions within survey results should be considered where appropriate.

The program should continue to be reviewed by the CEP board to ensure teachers are kept stimulated with the curriculum as well as students. The program should remain relevant to the real issues of today's transport and environmental concerns, as well as focus on the development of STEM skills in our future generation of workers.

The Event

With an understanding that the focus is around the 5 categories, some other initiatives could include:

- Introducing a schools video challenge (at the event and also in the preparation to participate)
- Best schools banner competition
- Best team outfit competition (Run like Fashions on the Field but Fashions on the Track)
- Video project similar in nature to 7 Up so the future schools can look back at students from the past and where they are 'x' amount of years later

Many of these could be sponsored with prizes donated to the students or the schools for winning.

Other considerations include:

- A super sprint challenge with vehicles
- A teachers lap
- An all-stars trial
- Show and shine (public & schools viewing)
- A robotics race on the track
- Working together with Grampians Central West Waste & Resource Recovery Group on developing the junkyard challenge
- A parent and child round of the junkyard challenge
- A parent and child pushcart (billycart) category (anyone can enter, no specifications)
- More emphasis on the teams decked out in lights. Please see this video for inspiration.
<https://youtu.be/pPGaGZTMc 4>

Contractor fatigue is already noted as a moderate risk so when introducing any new event or activity, the objectives behind it, how will it be resourced and what is the long-term benefits will be, must be considered before decisions are made.

What the schools had to say - Targeted Schools survey highlights April 2019

Fifteen target schools were approach to provide input on their experiences with the event with a focus on activities for students, parents and teachers and suggested improvements and areas of innovation.

The following schools participated in the survey:

School Name	Please list all the EB categories that your school participates in.	Number of years participating
St Margaret's and Berwick Grammar School	Female, B1, C, Open, Try A, Try Open	15
Kingswood College	Secondary HPV Open Division	21
Glendal PS	HPV, Pushcarts, Innovation in Technology	22 years
Korumburra Primary School	HPV Primary and Pushcart	7 years at Korumburra (6+ years at other school)
Maryborough Education Centre	Primary HPV, Secondary HPV, Try-athlon, Pushcarts, Innovations	5(rider) 4 (volunteering) 4 (team manager)
St Augustine's Primary School Maryborough	HPV, Try-Athlon, Pushcarts & Innovations in Technology (Crafty Designs)	28th year as a school
Rossbourne	Tryathlon	10
Terang College	HPV Primary and HPV Secondary	8
Highview College	It can differ depending on student requirements. This year we are competing in Open, All Female & Junior B1	Since inception!
White Hills Primary	HPV Primary more than 200 students	10
Damascus College	Hpv, hybrid one, and Eev1	21
Carisbrook	Hpv, tri, innovations, pushcarts	A lot

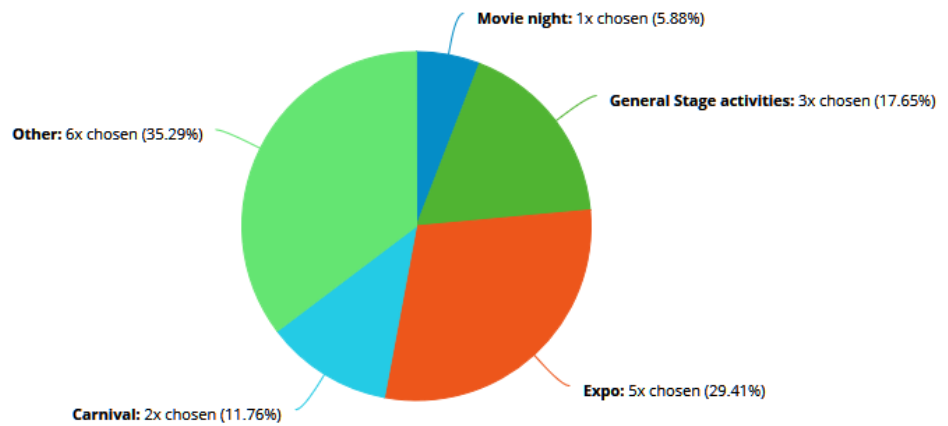
The survey responses suggest that parents are content in spending time supporting the school and watching the event. It was however suggested that improved food options including food truck stalls would be welcomed.

For teachers, the opportunity to network with other schools was highlighted in a few areas. Suggestions included a display of different trikes, organised networking activities to share what each school is doing with others and engineering/racing general forum to discuss key elements at the track during the weekend.

The majority of the feedback received confirmed that schools have a very full schedule with very little opportunity to be involved in additional activities that are provided on site. Particularly teachers who have worked all year to ensure the students get the most out of their involvement in the program and this is their focus at the EB event.

Which event activities (non-race related) do you value and/or participate in?

Number of responses: 11



Other answers:

None of these

Teachers' lounge

As a local school, we do not camp overnight. Therefore, our students will view these things with their families rather than with us as a school.

None of these

A key area that requires some future consideration was raised around the way in which the entry process is handled. Respondents commented that the process is stressful (with less than 10 seconds to register) and that the amount of time invested throughout the year on the EB program can be undone if you fail to register in time.

It is recommended that consideration on how the registration process could be improved be undertaken by the Education & Communication team under the new governance structure. Some suggestions in the school survey include capping the number of team entries for each school at two (currently this is three) and guaranteeing positions for schools already participating. Other considerations could include having additional allocated places each year for winning schools (currently the winning team is allocated a place in the next years event) from the previous year and a target number of rural schools, school in locations suffering disadvantage etc. The process of online entries should also be reviewed with consideration of making the process an EOI process so that the process is seen to be fairer for all schools regardless of size, location and access to IT resources.

Some ideas that could be investigated include:

- Introduction of a Ballot system
- Weighted selection criteria
- EOI process which asks key questions of schools to consider opportunities in a fair and equitable manner
- Scholarship opportunities for disadvantaged schools

The full survey results can be found in Part B: Documentation and Appendices

The Expo

Questions remain around what type of activity the students / teachers / parents would like to engage in while at EB, as many are focussed on the presentations / trials and not wanting to become side tracked with extra activity. For reference, the movie night was attended by around 200 people.

The Energy Expo was in its peak while RACV supported it with engaging activities and simulations. There are opportunities to revamp the expo and current discussions are being had with Transurban.

There are also other themes that could be introduced / re-introduced, for example:

1. Innovations Expo:

On top of energy (wind power, battery power, solar power, water power) & STEM developments, an innovations expo could lead to other activations not centered around energy, for example sustainability, health and transport.

An Earth Expo could also lend itself to this event.

2. Education & Careers Expo:

For potential funding purposes, the education & careers expo could be themed around educational and career opportunities for students who want to stay regional as there are other alternatives for students to learn of career and postgraduate education opportunities, including within their schools.

3. Festival Fete / Fair:

Alternatively, CGSC could invite the local district schools to hold their annual fete / fair on one day of the EB (Friday twilight) and potentially provide an amazing opportunity for education in Maryborough to receive a financial boost.

The opportunity could be shared around each year between the schools. Although there would still be some work involved for the EB team, it would be expected to be less than other options. With other opportunities to attend transport, education, careers and energy expos within Victoria, the fete / fair would potentially attract more local spectators to the event as well as students, parents and teachers. Additionally, site space could still be sold to potential exhibitors via EB, with profits kept within the event budget as part of the agreement with the local schools.

Additionally, the introduction of a fete / fair does not mean the entire EB celebration event cannot become more like an Expo as opposed to having an Expo. There are opportunities to create more of an Expo feel with the partners and sponsors, by tailoring packages and activations to suit, not limiting event income. Activations would be scattered throughout the event site depending on what it is. I.e.: Lamanna Banana Energy Hub - located near the general store or registrations, or Anaconda CookOut zones - pop ups located within campsites with spot prizes given to schools for the best camp set ups.

Other Considerations:

- For the best success, the introduction of a new type of expo or sub-event would require some marketing investment and resources, both to the schools and public. CEP could assist with the direct marketing to schools as well as event partners and interested stakeholders.
- Space at an event should be seen as a key benefit for sponsors to activate. Consideration should be given to any exhibitor packages and the risk that potential sponsors could opt for this over sponsorship. The below provides two examples of industry stand pricing:

STAVCON:

1 x trestle table Size is: 1.8m x 0.8m and power is charged out at \$35 a stand.

1 x Table width = \$250

2 x Tables width = \$387

3 x Tables width = \$443

ROADS & TRAFFIC EXPO

Shell Scheme Stand, includes:

- Carpeting
- Electricity plug points
- Walling up to 3 sides
- Fascia board with your company name
- Spot lights
- Logo and link on website
- Logo, listing and profile in Mobile App

\$600 +gst per square metre (m2) + gst

Custom (raw) Stand:

\$500 +gst per square metre (m2) + gst

FUTURE SCHOOLS

Shell Scheme Stand, includes:

- Carpeting
- Electricity plug points
- Walling up to 3 sides
- Fascia board with your company name
- Spot lights
- Logo and link on website
- Logo, listing and profile in Mobile App

\$800 +gst per square metre (m2) + gst

Custom (raw) Stand:

\$650 + GST (exhibitor needs to supply all infrastructure)

VIP MARQUEE:

Until 2018, the VIP Marquee was supported by RACV, who covered the catering and setup costs. Still well utilised and enjoyed, in 2018 it was scaled back due to budgets, priorities and timing. The VIP Marquee is used for official speeches and presentations as well as to provide a space for partners and VIPs to network in and take time out.

While there are costs associated with this activity, the general feedback has been that it is of value.

The following ideas could save expenses associated with sponsorship costs as well as develop the experience:

- Invite the local schools art teachers / classes to decorate the marquee as part of a school project. I.e.: textiles could make table cloths, artworks hung from the walls, primary school art creations hanging from the roof (the A(rt) in STEAM)

- Ask schools to bring their previous innovations in technology projects for a display
- Displays of the EB medals on offer
- Theme the catering around school lunches (i.e.: bento boxes, EB sticker branded cardboard lunch box with a packed lunch including energy foods like protein balls, package in reusable containers picked up at op shops / donated to the event)
- Theme / set up like an old school canteen and invite local drama students to form part of the experience by pretending to be catering staff, i.e.: grumpy old canteen lady
- Junkyard theme tied in with the sustainability element of the event (the junk decorations could be made from rubbish picked up on Clean Up Australia Day during art classes at a local school)
- With any of the above changes, consider a new name for the Marquee, VIP is an exclusive name in what is an inclusive event and is quite a dated name in the commercial events world. A recommendation here is the 'Pit Lounge'. Otherwise this name would work quite well with a sponsored Teachers Zone, i.e.: The Teachers "Pit" Lounge

Other sponsorship experience / development ideas include:

- A picnic with a team around the school camp to talk about their preparation. This would give them a real sense of their contribution.
- Opportunities to shadow the scrutineers.
- Dinner at a local hotel or restaurant (this is another way of the hospitality venue give back to the event that would be inline with policy).
- Ensure photos are taken within this marquee space so it can be sold better as a sponsorable asset in future years.
- Provide photos to sponsors of them inside the marquee and around the event site so they can share on their social media pages.

OTHER HPV EVENTS

EB is the pinnacle event of its type in Australia. The HPV category is in high demand typically selling out within less than a minute, but along with this there are a variety of categories to enter for both primary school and secondary school students. It has a well thought out program across two great tracks and has an impressive reputation and history that dates back 28 years. EB is the only of its kind with an education program that aligns with the national education policy.

While there is currently no direct "competitor threat" to the celebration event held at Maryborough it is worth documenting what other similar events are in existence and how these relate to the Energy Breakthrough celebration event, and what other categories they do differently.

It is important to note that CEP have current communications with all like events in Victoria and some across the country. The HPV family appear to be all supportive of growth and development of their individual events / programs. Interestingly the Wonthaggi event promote themselves as having "***the best HPV circuit currently in operation,***" the Australian HPV Super Series leg in Murray Bridge is acknowledged as the biggest (and best!) HPV race in the world as it attracts 200 teams made up of more than 3,000 riders and spectator numbers in the thousands, and the Emerald Kart Club promote their track as being a world class race track with a variety of inclines and a left-hand corner (most are all right-hand corners).

HPV competitions are also held worldwide, including Nevada where a team of Dutch students holds the world record for a human powered vehicle clocking 133.78 km/h at the World HPV Speed Challenge at Battle Mountain in 2013. However, again, it is the strong educational framework that sets EB apart.

The similar events that exist include:

BENDIGO EEV HPV Grand Prix

Where: Bendigo

When: August. 1pm until 10 pm (9 hours).

Entry Fee: \$250 per team.

Classes: Grades 5-12. Community Open + Masters competition.

Categories: HPV & EEV (Pedal + 1 power source. 2 power sources excluding pedal. Single Power only).

The majority of teams are preparing for the Maryborough Energy Breakthrough event, and they try (within reason) to reinforce the EB requirements and expectations in the organisation of this event with regard to track rules, vehicle construction and safety. However, they also aim to ensure that teams do not need to make any significant modifications to vehicles in order to compete in Murray Bridge shortly after the Grand Prix.

VICTORIAN HPV SERIES Ran by the Casey Cardinia HPV & Cycling Club

Where: 4 x series. Casey Fields - Knox - Bendigo (although it would appear this has been transferred to Casey) - Casey Fields.

When: Casey - March (6hr), Kilsyth / Knox - May (6hr), Bendigo (or Casey) - August & Casey - October (8hr)

Entry Fee: \$300

Classes: Primary, Secondary and Community teams

WONTHAGGI HP Grand Prix Ran by the Wonthaggi Secondary College

Where: Wonthaggi

When: March. Features a 24-hour endurance race for senior students.

Entry Fee: \$400

Classes: Primary & Secondary schools

QLD HPV SUPER SERIES

\$25 registration fee to participate in any event of the series. This covers the entire series whether teams compete in 1 or all. Events are held in:

- **Bundaberg** (April. 6 Hour Twilight Event (and 760m Super Sprint), \$90 entry fee)
- **Yeppoon** May. Capricorn Coast (Yeppoon) FULL THROTTLE. HPV 8hr race. Years 7-12. \$100 entry. Highlight includes a TEACHERS FEATURE lap before the race commences, and also have a multiclass for students with disabilities). Camping is available on both Friday and Saturday evenings for teams requiring it.
- **MacKay** (June. 18hr HPV endurance race. Whitsunday STEM Challenge. Years 7-12. \$220 entry. 2019 will be inaugural event.)
- **Emerald** (July. Overnight 16-hour HPV race. Free entry. Only 12 HPV's from 5 schools in 2018). Offers camping.

The Central Highlands race is sponsored by CQ University and the Central Highlands Regional Council. Emerald Rotary provide the Scrutineering, Lions feed them and SES provide trackside safety and security. Administration is shared between Marist, Emerald Christian College and Emerald State High School. All this allows the Club to not charge a fee to race or camp.

- **Willowbank** (August. 4 Hour Junior Race / 8 Hour Senior Race. \$110 entry)
- **Central Queensland** (August. 8 Hour Senior Race. \$110 entry)

- **Maryborough** (September. \$350 entry. 2,000 primary and secondary school students)
Since the first staging of this event, the number of Human Powered Vehicle entrants has increased from 16 HPV teams in 2002 to 146 HPV teams in 2018 and now includes SWD (Students with disabilities), SBB (School built bikes) and Tandem categories.

The event program now includes Primary Pushcarts, Solar Model Boats, CO2 Dragsters, Robotics, Drones and other technology demonstrations with the goal to introduce a new STEM and/or STEAM inspired element every other year.

From the RACQ HPV 24hr endurance race, Primary Pushcarts, CO2 Dragsters, Robotics, Drones and other technology demonstrations that support the STEM and STEAM curriculums, the Fraser Coast Technology Challenge engages students in a positive and rewarding experience.

A conversation was had with Jenny Elliott, a long-term volunteer who is heavily involved with coordinating the Maryborough event. Jenny was able to provide the following insights into their leg of the series:

- QLD HPV Series is entirely run by volunteers
- As of 2019, the coordination of the Maryborough leg of the series is now managed by the Maryborough Chamber of Commerce through volunteers
- The Maryborough event receives funding from the local council and are reliant on this to break even with no current funding coming from state or federal government. They are currently 2 years into a 3-year agreement and there are deliverables required as part of this agreement including a business and marketing plan along with reporting that captures and analyses the economic (and tourism) impact.
- With 146 entering in 2018, Maryborough is almost at its 150-team capacity. 30% of the teams are local.
- Most events of the series have a naming rights sponsor between the value of \$1K-\$5k.
- They don't tend to target local business too much due to the local school teams requiring and approaching them for team sponsorship.
- The Maryborough leg of the series differs from the others and it rides around city streets rather than a raceway.
- One of the current challenges is getting teams to engage with the education side of the HPV's with approximately 70% of entries now purchased vehicles as opposed to DMR (Design Make Race). There is no program as part of education Queensland's curriculum, which is why/how it was initially set up.
- There can be as little difference as 33 laps difference within a 24 hours trial between DMR (Design Make Race) and purchased bikes.
- They have introduced various new categories however participation numbers are relatively low
- The Drone category includes a Search and Rescue (coding) component and Drone Dance component. The education side around this is to do with coding.
- The CO2 Dragsters are made out of balsa wood however they are looking into introducing a 3D printing element to it.
- The Maryborough event also offers camping however don't charge for it. Camping takes place on the school oval and the campers use the schools facilities including power, water and toilets. Very little infrastructure is required aside from bridge and shower block. Around 1,000 people in total camp.

- They also run a street party 2 blocks from the event with music, food and other entertainment that encourages locals and tourists to get into town and then go and take a look at the trial at night.
- They also run a 4 hours celebrity challenge race that raises money for charity.

Toowoomba (August. 6 Hour Senior Race. \$110 entry)

It should be noted here that across the QLD HPV site, there are strong communications about destination QLD also.

Australian HPV Super Series:

The UniSA Australian HPV Super Series is staged by Australian International Pedal Prix Inc. and is a competition where teams race Human Powered Vehicles (HPV) on a closed controlled circuit. The classes include: School teams, Community teams, All female teams and Masters.

Mount Gambier: Series Round 1: April (8-hour race) Mt Gambier McNamara Park. \$350 + GST entry.

Loxton: Series Round 2: May (6-hour race), Loxton Street Circuit. \$350 + GST entry.

Adelaide: Series Round 3: June (2 x 6-hour races), Victoria Park. \$450 + GST entry.

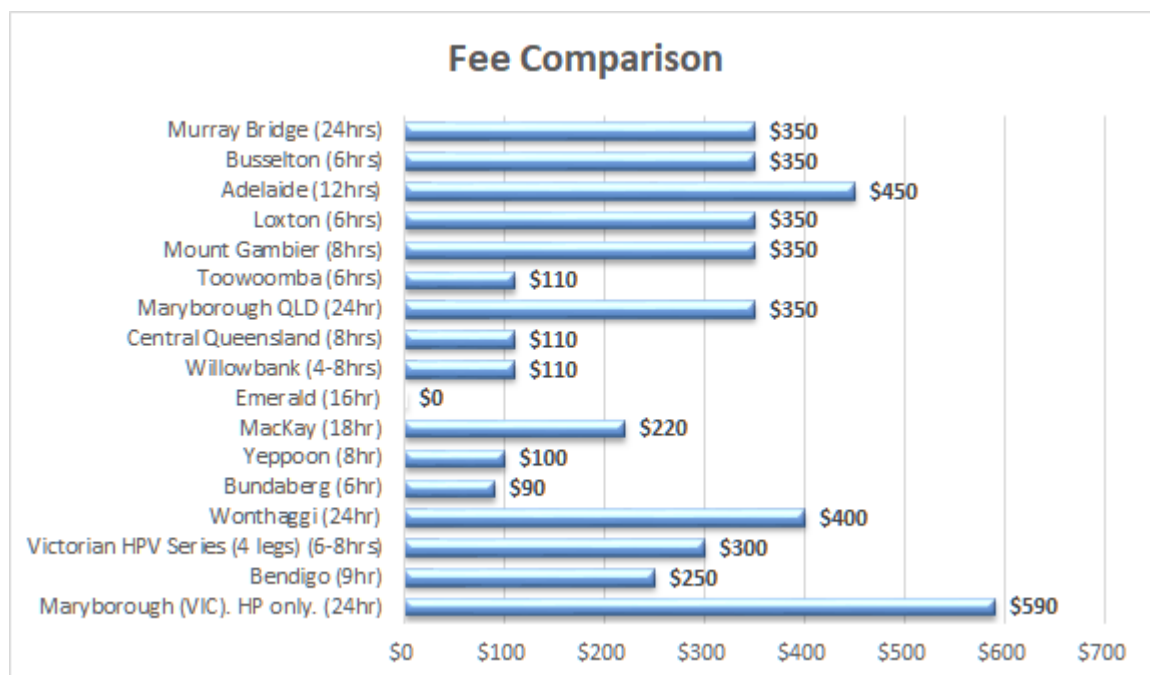
Adelaide: Series Round 4: July (2 x 6-hour races), Victoria Park. \$450 + GST entry.

Busselton: Race 5 (Non-Series): August (6-hour race) Busselton WA Street Circuit. \$350 + GST entry.

Murray Bridge: Series Round 5 (race 6): September (24-hour race), Sturt Reserve. \$350 + GST entry.

The below provides a fee comparison across the HPV challenges that feature across the country, EB representing a premium price for a premier event. Some of the events offer camping as part of the fee which is noted in the above breakdown. It should be noted that the EB registration fees provide great value for money with the camping component. The fees are currently difficult to find on the EB website and were sourced from an accounts document. These should be clearly outlined on these communications as a value proposition.

Chart 11 - Fee comparison with similar events



Note: Maryborough Victoria and Queensland both includes camping as part of the entry fees.

Action Area 5 - Good Governance

Overview

A high priority has been put on improving governance structures in recent times and the impacts of this are being realised across the board. Financial management is now incorporated under formalised CGSC policies and procedures which also includes more stringent measures around the procurement of event services.

The development of this plan also establishes strong foundations in the area of improved governance and in some cases has uncovered areas of uncertainty that will benefit from changes designed to provide clarity and transparency in decision making.

In 2014/2015, Kevin Phillips was commissioned by the three original partners (CGSC, CEP & RACV) to complete a governance review of EB. The review focus was to examine how good governance practice can support the event to continue to achieve success, support and sustainability. In this report Kevin refers to Governance as an overarching framework and as such it should not be seen as a separate activity.

The report was well researched and documented, with many of the recommendations still relevant, actionable and in place today. These recommendations have been considered and have informed the development of this plan where relevant.

Within the review is clarity around governance and management, summed by the ASVIC Governance Guide for the Educational Sector, stating:

"Governance is concerned with setting the overall direction through effective planning and the establishment of clear goals and policies. (while)

"Management is concerned with achieving the planned goals in accordance with the stated policies"

The following section relating to governance, summarises some of the relevant considerations from the review along with any new insights gained throughout the development of this business plan.

Arguably the most urgent requirement to support event management and sustainability focuses on the review of the governance structure. As detailed in Recommendation 1 of the Governance Review this needs to include the transition to a more structured and formal model. The full report has been included at Part B: Documentation and Appendices

Objectives

Program Objectives

- Provide an excellent technology project for students from Prep to VCE level.
- Encourage young people to explore solutions to environmental and transport issues.
- Provide an opportunity for schools and communities to work and learn together.
- Provide an opportunity for females to participate in what has traditionally been a 'male' dominated area of the curriculum.
- Be a fun program with real world challenges.
- Offer students opportunities to explore and address vehicle design, driving skills and vehicle and passenger safety issues.

Event Objectives

PRODUCT: To maintain the education focus of the event whilst continuing to provide opportunities for greater levels of participation and high-quality learning experiences

FINANCE: To maintain financial integrity of the event to ensure it's on going sustainability.

MARKETING: To increase awareness of the event, the Central Goldfields Region and the regions tourism strengths and attractions.

ENVIRONMENT: To raise community awareness of environmental issues, particularly those relating to personal transport and ensure that the event is run in a manner that takes into account its impact on the environment.

PROFESSIONAL DEVELOPMENT: To support all event personnel (staff and volunteers) through skills development and access to the resources required to do the job

CUSTOMER SERVICE: To ensure that the experience is positive and rewarding for participants, visitors and the community.

RISK MANAGEMENT: To maintain the high safety standards (moved from Product Heading) and to ensure that all potential risks are appropriately identified, documented and resolved.

COMMUNITY: To connect, engage and collaborate with the community and local businesses to support greater community engagement in the event.

ECONOMIC BENEFIT: Generate increased economic activity for businesses in Maryborough and the Central Goldfields Shire

While EB program objectives are clearly defined, there appears to be very little importance placed on the event goals. This makes review and analysis difficult, not only during the stages of this plan development but also as an indicator of value for the CGSC. During consultation activities it was extremely difficult to locate key personnel who had an understanding of the event goals (objectives) or even that these existed. It was determined that the goals listed in the Business Plan 2013 - 18 were the event goals and it was acknowledged that these were not widely distributed, known or used in performance measurement, which in itself has been highlighted as an issue. These goals have been documented in the section on objectives earlier in this plan.

The event goals have been updated during the development of this plan to place increased focus in the areas of marketing, community and economic benefit. It is recommended that these objectives are shared widely with key stakeholders with an emphasis on event management and support teams who ultimately will be the drivers in achieving the event goals.

Partnership Agreement

Following the departure of RACV in mid-2018, the 2017 Charter that supported the three way partnership is no longer relevant to the event governance structures. There is now the immediate need to develop a legally binding partnership agreement to document and support the ongoing partnership between CEP and CGSC.

The 2018 EB Internal Audit details a moderate risk relating to the previous partnership agreement. The original charter (no longer valid) was not seen as a legally binding agreement and did not contain contractual terms and agreements. The development of the new partnership agreement should be constructed to mitigate this identified risk under the guidance of relevant legal advice.

The writers of this plan do not have the legal background or qualifications to inform what would be required in the revised partnership agreement however can offer the following insights to support future considerations in its development.

Trademark Status

The word, Energy Breakthrough was trademarked in April 2005 by CGSC. It was due for renewal in 2014, however has not since been renewed or registered.

During the engagement process for the development of this plan there was some advice that CEP was working towards trademarking the term Energy Breakthrough. Some consultation between partner organisations should occur to consider the best way to support fair and equitable trademarking with consideration on the differing aspects of the educational program supported by CEP and the celebration event hosted by CGSC. We recommend that Legal advice be obtained to support fair and equitable development of trademarks for the program and event brand.

Ownership

The initial analysis of the event structure and operational activity demonstrates limited visibility over ownership of the event. This in part relates to the complexities and crossover that exists between the education program component of EB (facilitated all year round by CEP) and the celebration event component (facilitated by CGSC).

This lack of clarity creates a level of concern within the local community that the event having been hosted in the Maryborough community for almost 30 years could at any time be lost to another community.

It is recommended that an Intellectual Property (IP) Audit be conducted to identify the IP rights that exist in relation to the event and determine how CGSC can ensure it has control over the event into the future.

Further to the recommendation is the need to consider the IP for event set up. Whilst there have been specifications developed for the following contractual services the level of detail provided in these specifications is unclear and there are many services where detailed plans of the work required are currently owned by the contractor themselves, limiting the ability to include this level of detail in specifications, for example the plumbing contractor.

It is recommended that an audit of contracts/agreements and related specifications would help provide clarity and highlight the level of risk associated with this. The audit will need to include contracted services as recorded in the CGSC procurement systems along with service provision that is not subject to these processes. A detailed list of service providers is included in Part B: Documentation and Appendices.

Service provision recorded through CGSC procurement processes (tenders) include:

- Electrical
- Showers
- Toilets
- Marquees
- Security Race timing
- First Aid Services
- Accommodation
- Medical & emergency services plan development
- Barrier transportation

There are numerous other service provisions that occur outside this process including things such as sound management, temporary fencing, volunteer catering, etc.

Sharing of risk

The previous partnership charter detailed key roles for each of the partnership organisations including financial contributions. Whilst the documentation is clear around both in-kind and financial contributions, there lacks detail around the sharing of risk between partner organisations.

To fully understand and consider what this looks like moving forward representatives from the CEP Board and S.86 Committee will need to meet to contribute to the development of the new partnership agreement. This will support informed decision making where the detail around the full EB program including the event can be considered as one particularly to clarify partnership roles, contracted positions and sharing of risk.

Partnership Roles

With the departure of RACV the focus areas as detailed in the 2017 charter will need to be reviewed. In particular the role of RACV around the technical program is now the responsibility of CEP. This includes:

- Scrutineering of Design/Construction
- Scrutineering of Display/Presentation
- Track/trial operations.

1. Central Goldfields Shire Council

CGSC role in the partnership can be described as providing leadership in the development and management of the celebration event.

Instrument of Delegation

Following a resolution of Council passed on 22 May 2018 the current Instrument of Delegation was implemented in mid 2018 delegating the powers and functions of the event to the Energy Breakthrough Special Committee (S.86 committee). This delegation remains in force for a period of 12 months with documented membership requirements comprising representatives of the CGSC, CEP and the EB Operations Group.

The terms of reference (TOR) for the Energy Breakthrough S.86 Committee are documented in the form of a schedule that accompanies the Instrument of Delegation.

It is recommended that the schedule (TOR) be reviewed and include the following details:

- Updated membership list to include volunteer, business and community representation
- Detail the process for committee member appointments

2. Country Education Partnership

As a small not-for-profit organisation CEP does not have a separate committee to oversee the EB program and event support. Decision making is done at the board level and is kept informed on event related matters through the participation of the CEP EO on the S.86 Committee.

For CEP EB is much broader than the celebration event that is hosted in Maryborough. They see their role in the partnership as a Leadership role for EB as an education program and event.

Copyright

It has been noted that EB has Copyright on some documentation however during our research phase we have been unable to find a copyright in place. This should be further researched to understand the current status to inform consideration of the need for Copyright protection.

Policies & Procedures

Another key action area relates to the adoption of policies and procedures to support improved clarity and transparency in decision making and event management implementation.

In some cases, existing policies from the CGSC can be used to inform decision making for the EB reducing the amount of work required in this area. In these cases, the focus needs to be on ensuring all the relevant people are aware of the policies and procedures that affect them and that they are freely available. The creation of an event policies and procedures manual along with a volunteer handbook would address this risk.

For EB the documented event related policies have focused on the risk management and emergency management aspects of the program and event. Whilst these have been documented their distribution has been limited.

During the consultation process it became apparent that there is a heavy reliance on individuals being aware of separate policies and procedures and as such becoming an informal subject matter expert on specific areas of the event management. This in itself proved troublesome in gaining an understanding in this area in the development of this plan and with the complexities that exist within the EB should be seen as a risk to sustainability, particularly if one of these subject matter experts was to no longer be involved in the event.

We have been unable to ascertain to what level the existing policies and procedures are integrated into event operations but would expect this is limited to the semi-informal use by individuals familiar with the event.

Key quote from the Governance review - Policies and procedures need to be documented, known and shared

A complete Policies & Procedures manual is required for an event of such size and structure. Select policies should be made available to the public / schools on the EB website. Generic policies may already be available for use via the CGSC that can be tailored to the EB.

It is recommended that a Policies & Procedures manual is established and shared taking into consideration the factors that have been included the Event Management toolkit in Part B: Documentation and Appendices.

It is recommended that this manual is completed by September 1, allowing time for stakeholders to implement any templates, processes, etc, that are required.

Reporting

The Event Director is seen as the conduit between the S.86 Committee and the Operations Group and Local Planning group for both information sharing and reporting.

There is no evidence of formal reporting lines or frameworks to support risk management, financial reporting, performance management or continuous improvements.

Without established performance measures and agreed targets reporting has been limited to risk management, progress updates on event planning and financial reports. We have not sighted any documentation to demonstrate reporting is being done in a consistent manner and are only able to make the assumption that an informal reporting system is in place and are meeting the needs of all stakeholders.

There was no evidence provided to demonstrate reporting against the 2013-18 Business Plan where some KPIs were present. It was noted during the discussion however that the S.86 Committee provides minutes to Council which are noted at Council meetings.

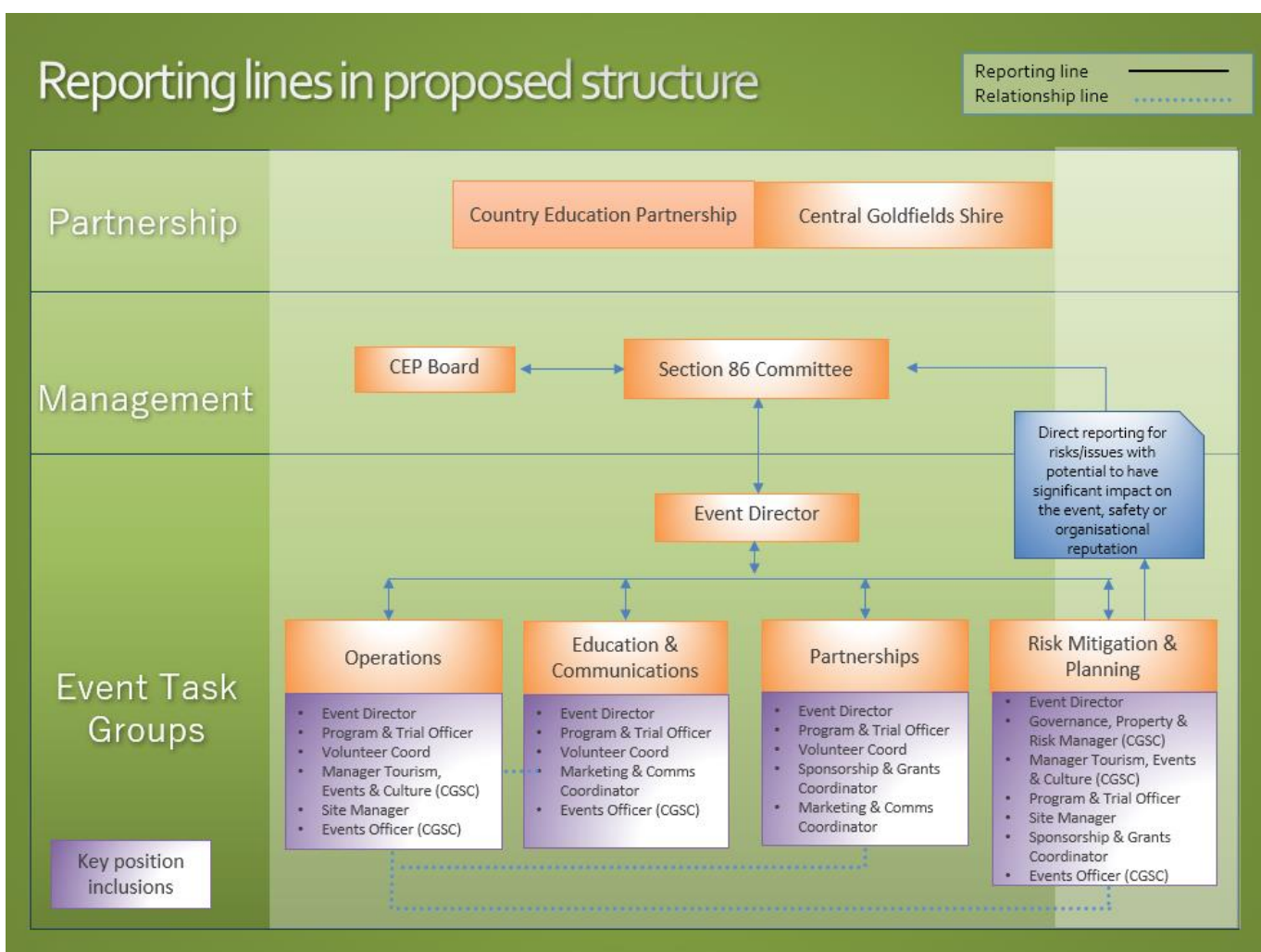
It is recommended that with the formal adoption of this plan and the implementation of recommendations around performance measurement, risk management and structure that a reporting framework be established taking all these things into consideration.

The reporting lines that we have provided for guidance represent relationship between task groups which are essential along with formal reporting lines. The Event Director is the conduit of information between the teams and the S.86 Committee and should be seen as the expert adviser across all groups. The Risk Mitigation and Planning team are required to report immediately to the S.86 Committee for risks with the potential to impact life, property, environment or reputation.

The CEP Board is responsible for all activities that CEP undertakes which includes EB. CEP EO is the conduit between the CEP Board and the EB celebration event through membership on the S.86 Committee. This role is responsible for decision making and information sharing on behalf of CEP.

A key consideration around reporting is the establishment of robust financial planning and management practices. For an event with a substantial operating budget such as EB it is reasonable to expect that this includes an annual budget with monthly forecasting to enable year to date reporting against actual spend.

Diagram 7 - reporting and relationship lines



Strategic Planning

This Business Plan should be seen as a blueprint in setting the foundations that will support improved strategic planning and support opportunities for growth in the future.

It is important to acknowledge the detail in the 2013-18 business plan which could be used as the foundations for setting the event goals moving forward. It was noted that the business plan was created as a requirement for the 2015 Tourism Vic Awards submission and was reactive rather than a proactive planning process which will be key in the development of future strategic plans.

A strategic plan should be used to communicate your goals and the actions needed to achieve those goals. With the numerous recommendations in this plan and the presence of a number of risks relating to event sustainability, the platform required to adequately plan in this way is not currently in place. The priority is on ensuring event sustainability in the short term (1-3 years) with the development of a 3-5 year strategic plan to follow this.

Details around event / operational planning is addressed in Action Area 4 - The Event.

Risk & Issue Management

Currently visibility and reporting around the management of risks and issues documented in the Risk Management Plan (RMP) is unclear. Whilst we have been able to confirm that risks are documented in the RMP there has been no evidence produced that demonstrates a robust process for monitoring and reporting against risk management activities.

The event operates under the CGSC risk management policy and related framework which again provides sound governance practices in this area. It is however recommended that an event as large and complex as EB manages its own Risk and Issue registers separate to that of CGSC. This should be seen as a program risk and issue register rather than an organisational risk register that would exist at CGSC.

The establishment of a risk register would allow adequate documentation of risk status and reporting of risk mitigation activities. Under the proposed governance structure, the Risk Mitigation & Planning Team would be accountable for ensuring the risk and issue register is updated regularly and reported to the Section 86 committee monthly. If the new structure is not adopted it is recommended that this responsibility be allocated to an individual with clear procedures developed to support improved risk management and reporting processes.

The topic of risk management is covered in more detail previously in this plan in Action Area 4: The Event.

It is recommended that the creation of a risk and issue register to enable timely action, monitoring and reporting practices include the following information:

- **Risk Register**
 - Contributor detail (individual, group or engagement activity)
 - Category - this could include things such as:
 - operational
 - governance
 - financial
 - resourcing
 - schedule
 - scope
 - community
 - technical
 - procurement
 - partnerships
 - Risk description (cause, impact, consequence)
 - Likelihood and risk rating
 - Risk treatment strategy
 - Risk response
 - Risk owner
 - Risk actions
 - Current status

- **Issue Register**

- Contributor detail (individual, group or engagement activity)
- Issue type - this could include things such as:
 - operational
 - governance
 - financial
 - resourcing
 - schedule
 - scope
 - community
 - technical
 - procurement
 - partnerships
- Issue description
- Issue status
 - date to be resolved by
 - priority rating
 - resolution to be implemented
 - current status (including an open/closed status option)

It is recommended that to support review and monitoring of risks and issue management the S.86 Committee should set agreed risk tolerances including threshold for escalation of risks to the S.86 Committee. As a minimum, issues recorded in the issues register should be discussed often, while risks recorded in the risk register should be reviewed periodically.

Financial Management

In the past few years systems and processes have been implemented to improve financial accountability including the key activity of bringing all financial aspects of the event into one central location. Another key change involves the leadership role that the CGSC Manager Tourism, Events and Culture now plays in the preparation of the event budget bringing a high level of expertise to this area of financial management including the direct support of the CGSC Finance Manager.

Additional provisions in this area including robust financial reporting to support the development of strategic plans with a focus on cost savings and growth of the event is in development and will also be beneficial.

To assist with transparency and evidence-based decision making there needs to be a stronger link between the Event Director who establishes the event budget annually, the Manager Tourism, Events and Culture and the CGSC Finance Manager, who manages the financial management system for the CGSC of which the event financial management is now recorded and managed.

The topic of financial management is covered in detail further in this plan at Action Area 2 - Financial Sustainability.

Key Performance Indicators

The 2018 Internal Audit highlights the absence of evaluation and reporting of events to council and key stakeholders as a risk. This activity will not be achieved without investing time in developing performance measurements with agreed Key Performance Indicators (KPIs) that are communicated and understood by key personnel.

KPIs should be established for the EB objectives with performance against these objectives measured and reported against at the end of each event and at other established times to consider progression towards expected outcomes.

In the establishment of KPIs there should be consideration on how the event objectives link to CGSC objectives and links between the KPIs should be established wherever it is deemed relevant.

Below are some ideas to assist in the development of KPIs for event objectives include:

- Product
 - Increase Innovations in Technology entries to 90% capacity by 2020 EB Event
 - Increase Pushcart entries to 85% capacity by 2020 EB Event
 - Increase EEV entries to 70% capacity by 2020 EB Event
 - Increase HPV - TRYathlon entries to 100% capacity by 2020 EB Event
 - Increase HPV Secondary entries to 100% capacity by 2020 EB Event
 - Introduce one new innovative learning experience to the expo space / event site each year
- Finance
 - Increase sponsorship revenue to \$185,000 by 1 November 2019
 - A minimum of 2 funding submissions are made to relevant funding bodies to attract \$30,000 of funding towards the 2020 event. *(linked to the new sponsorship & Grant Coordinator role)*
 - Increase entry fee revenue to \$198,900 by 30 June 2020 *(this figure is taken from the forecast budget for 2019/20)*
 - Sponsorship agreements have been signed with 2 new sponsors by 1 November 2019
- Marketing
 - Increase the number of flow through traffic from EB webpage to Visit Maryborough webpage by xx% by 30 June 2020
 - Increase return visitation rate to the Central Goldfields Shire by xx% by 30 June 2019
 - 5-8 news sponsors are attracted by 2021 contributing an additional \$80,000 to \$100,000 in sponsorship over multiple years *(linked to the new sponsorship & Grant Coordinator role)*
- Environment
 - Increase the number of expo spaces for organisations who address environmental impacts to xxx by xxx
 - Decrease the amount of landfill from the event duration from xxx to xxx by xxx
- Professional Development
 - Key event management roles are identified with a documented succession plan in place by 30 June 2020
 - Volunteer PDs are created for all roles and published as part of the Volunteer handbook by 30 June 2019
- Customer Service
 - Volunteer retention rates are maintained at an average 80% over a 5-year period.
 - Customer satisfaction levels - This will come directly from post-event surveys where baseline data can be considered before determining KPIs for this area.
 - Introduction of Lessons log to track customer feedback by 1 December 2019
- Risk Management
 - Introduction of event risk and issue register by 1 November 2019
 - Risk mitigation strategies for xx% of identified risks are in place by 1 January 2020
 - Reduce the number of track incidents requiring medical attention by xx% at the 2019 event
- Community
 - Improve direct business communications through the development of an engagement strategy developed in collaboration with combined Committee for Maryborough and business leaders by 31 July 2019.
 - Increase local business sponsorship to \$20,000 by 1 November 2020
 - Increase the number of EOI applications from community groups to a minimum of 6 by the 2020 EB event.
- Economic Benefit
 - Increase local purchasing by participating schools by xx% in 2019 increasing to xxxx in 2020

It is recommended that the following actions occur to support the implementation of KPIs.

- Formal expectations for monitoring and review need to be set. This should include a commitment to consultation, transparency and reporting that can be used to inform decision making.
- The establishment of **Key Performance Indicators (KPI)** to measure how effectively the event is achieving agreed objectives.
- Documentation of these KPIs in Position descriptions for relevant key roles

TENDER PROCESS:

There have been significant improvements made in the past few years to ensure that contracted services are managed under the procurement guidelines within CGSC. There is the possibility that opportunities to improve this further are present with additional services provided not supplied under a formal contract and advice from the event management team taken on face value that the best possible arrangements are in place as limited suppliers are available to deliver select services.

As with the nature of event management in smaller communities, it should be acknowledged that the good will and generous local discounting provided by some local businesses and community groups provide flow on economic and community wellbeing benefits that should be considered if any changes to current practices were to be implemented. It is also fair to expect that some of these services will increase in price when tendered in this way. In saying this however there should be full transparency and disclosure of the agreements in place for all aspects of event expenditure for service provision.

Consideration and communication with current vendors who provide services at a highly discounted rate should occur prior to changing tendering practices. It should be encouraged for these businesses to tender at market rates with the inclusion of a sponsorship option where the previously discounted amount can be recognised as a sponsorship partnership instead.

Information current as at March 2019 details the following services that are managed through the CGSC procurement team along with the tender cost and contract status where this information was provided.

- Electrical - Expired new contract required
- Showers G1111-16 Expires at 2019 event completion has 2 x 1-year extension available
- Toilets G1111-16 Expires at 2019 event completion has 2 x 1-year extension available
- Marquees G1193-17 Contract expired at event completion 2018 has a 1-year extension available
- Security G1114-16 Expires at 2019 event completion has 2 x 1-year extension available
- Race Timing G1265-18 RaceSafe No contract in place Cost approx. \$22,000
- Medical and Emergency Services Plan for Energy Breakthrough No G1265-18. Unsure if another plan is required or if we continue to use existing plan Cost \$22,000
- First aid services for Energy Breakthrough G1301-18 St Johns First Aid - No contract in place approx., \$17,000 pa
- Accommodation for Energy Breakthrough G1296-18 Maryborough Caravan Park- No contract in place Cost \$16,484.00
- Transporting Barriers for Energy Breakthrough G1295-18 No contract in place Hutchins Rowles

Disclaimer:

The analysis of program/event documentation along with extensive consultation with key stakeholders has demonstrated that in some cases alignment of opinion on what is required to support event sustainability and priorities for the event are not always present.

This plan has been developed providing many options for considerations that primarily will support financial sustainability for the event. In providing these scenarios for consideration by the S86 Committee it must be noted that key personnel experienced in running the event have expressed concerns around possible damage to relationships with schools and volunteers, particularly in the areas of changes to fee structures and volunteer billeting. Stakeholder engagement and consultation will be the key to implementing any changes that affect these relationships.

Financial analysis

Whilst there have been many improvements made in the past year to support improved financial management and reporting in to the future the task of understanding the finances from the 2018 event proved somewhat difficult.

Examples of these difficulties was the absence of post event financial reporting against the Draft 2 EB Budget 2018 (v2) excel spreadsheet that detailed the 2018 event budget. The 20190630 EBT EofY Financial Statement spreadsheet was not intended to be completed until the end of the financial year when all 2019 school fees were in which did not align with the timing for the development of this plan.

Adding to this was the high level nature of the CGSC financial reports so the account transactions needed to be analysed individually and requests made for specific invoices, as the transactions records summary didn't not always detail what the invoice was for. A spreadsheet was provided in mid May which has enabled a better understanding and analysis of the budget lines which has now been used to provide the financial analysis for this plan.

Legal advice

The authors are not qualified to provide any legal advice and as such have noted in the section relating to the Partnership Agreement that legal advice should be obtained in the development of the new agreement. Suggested inclusions have been provided to support this following comments and/or concerns over clarity of the partnership during the engagement phase of plan development.

Contractor expenses

This plan provides some estimated costs for the inclusion of the new contracted positions under the proposed structure changes. The annual costs of these contracted positions will depend on the level of experience and expertise that the contractor brings to the role and the requested service provision required. The estimated figures are middle of the range figures to support some consideration in this area only.

It is expected that if the proposed structure changes are accepted the current contracted roles of Event Director, Education Officer and Online Manager will also change requiring new contract arrangements including a review of remuneration for each of these positions. This cannot be estimated until final decisions are made and endorsement of the roles & responsibilities for each of the contracted roles (current and proposed) is clearly defined.