



COUNCIL MEETING AGENDA

Tuesday
23 July 2024
6pm

Community Room 1, Community Hub, Maryborough and
livestreamed on the internet.

Contents	Page
1. Commencement of Meeting and preliminaries	1
2. Apologies	1
3. Leave of absence	1
4. Conflicts of interest	2
5. Confirmation of Minutes from previous Council Meetings	4
5.1 Draft Minutes of Council meeting dated 25 June 2024	4
5.2 Draft Minutes of Confidential Special Council Meeting Dated 1 July 2024 <i>(confidential attachment Provided under separate cover)</i>	N/A
6. Minutes of Delegated and Advisory Committees	11
7. Petitions	11
8. Officer Reports	12
8.1 Council Plan Action Plan Q4	12
8.1.1 Quarterly Action Plan Q4	14
8.2 Community Satisfaction Survey Results 2024 Report	25
8.2.1 Community Satisfaction Survey Results 2024	27
8.2.2 Community Satisfaction Survey Results 2024 – Tailored	96
8.3 Central Goldfields Shire Council Local Laws 2025 – Public Consultation	99
8.4.1 Local Law 2025 - public exposure draft changes	104
8.4.2 CGSC Local Laws Council Community Impact Statement	134
8.4 Draft Events Strategy Report	141
8.4.1 Draft Events Strategy 2024 - 2028	145
8.5 G1871-2023 Payroll Services Contract	166
8.5.1 G1871-2023 Payroll Services Contract Evaluation report <i>(confidential attachment Provided under separate cover)</i>	N/A
8.6 Prevention of Fraud and Corruption Policy Review	170
8.6.1 Draft Prevention of Fraud and Corruption Policy	172
8.7 Central Goldfields shire Council Early Years Workforce Plan 2024 – 2029 Report	178
8.7.1 Central Goldfields shire Council Early Years Workforce Plan 2024 - 2029	181

9. Councillor Reports and General Business	232
10. Notice of Motion	232
11. Urgent Business	232
12. Confidential Business	232
13. Meeting Closure	232

1. Commencement of Meeting and Welcome

Councils must, in the performance of its role, give effect to the overarching governance principles in the *Local Government Act 2020*.¹

These are included below to guide Councillor consideration of issues and Council decision making.

- a. Council decisions are to be made and actions taken in accordance with the relevant law;
- b. priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- c. the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- d. the municipal community is to be engaged in strategic planning and strategic decision making;
- e. innovation and continuous improvement is to be pursued;
- f. collaboration with other Councils and Governments and statutory bodies is to be sought;
- g. the ongoing financial viability of the Council is to be ensured;
- h. regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- i. the transparency of Council decisions, actions and information is to be ensured.

2. Apologies

Council's Governance Rules require that the minutes of Council meetings record the names of Councillors present and the names of any Councillors who apologised in advance for their non-attendance.²

The annual report will list councillor attendance at Council meetings. Councillor attendance at Councillor briefings is also recorded.

3. Leave of Absence

One reason that a Councillor ceases to hold the office of Councillor (and that office becomes vacant) is if a Councillor is absent from Council meetings for a period of 4 consecutive months without leave obtained from the Council. (There are some exceptions to this – see section 35 for more information.)

A Councillor can request a leave of absence. Any reasonable request for leave must be granted.³ Leave of absence is approved by Council.

Any request will be dealt with in this item which is a standing item on the agenda. The approvals of leave of absence will be noted in the minutes of Council in which it is granted. It will also be noted in the minutes of any Council meeting held during the period of the leave of absence.

¹ Section 9.

² Chapter 2, rule 62.

³ See Local Government Act 2020 s 35 (4) and s 35 (1) (e).

4. Conflicts of Interest

Conflicts of Interest must be disclosed at the commencement of a Council meeting or Councillor briefing, or as soon as a Councillor recognises that they have a conflict of interest.

The relevant provisions in the *Local Government Act 2020* include those in Part 6, Division 2 (from section 126). Failing to disclose a conflict of interest and excluding themselves from the decision making process is an offence.

Disclosures at Council meetings

Under the Governance Rules:¹

A Councillor who has a conflict of interest in a matter being considered at a Council meeting at which he or she:

1 is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the Council meeting immediately before the matter is considered; or

2 intends to be present must disclose that conflict of interest by providing to the Chief Executive Officer before the Council meeting commences a written notice:

2.1 advising of the conflict of interest;

2.2 explaining the nature of the conflict of interest; and

2.3 detailing, if the nature of the conflict of interest involves a Councillor's relationship with or a gift from another person, the:

(a) name of the other person;

(b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

(c) nature of that other person's interest in the matter, and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the Chief Executive Officer under this sub-Rule.

The Councillor must, in either event, leave the Council meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

Disclosures at councillor briefings (and other meetings)

Also under the Governance Rules,² a Councillor who has a conflict of interest in a matter being considered by a meeting held under the auspices of Council at which he or she is present must:

1. disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the meeting immediately before the matter is considered;
2. absent himself or herself from any discussion of the matter; and
3. as soon as practicable after the meeting concludes provide to the Chief Executive Officer a written notice recording that the disclosure was made and accurately summarising the explanation given to those present at the meeting.

¹ Chapter 5, Rule 3

² Chapter 5, Rule .

Councillor form to disclose conflicts of interest

Name: _____

Date: _____

Meeting type:

- ☐ Briefing
- ☐ Meeting
- ☐ Other _____

Nature of the conflict of interest (describe):

If the nature of the conflict of interest involves a Councillor's relationship with or a gift from another person:

- ☐ name of the other person (gift giver): _____
- ☐ nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person: _____
- ☐ nature of that other person's interest in the matter: _____

5. Confirmation of Minutes from previous Council Meetings

RECOMMENDATION

That Council confirm the following Minutes as a true and accurate record of the meeting:

5.1 Minutes from previous Council Meeting dated 25 June 2024.

5.2 Confidential Minutes from Special Council Meeting dated 1 July 2024



COUNCIL MEETING MINUTES

Tuesday, 25 June 2024

6:00pm

Meeting held in person and remote

Community Room 1, Community Hub, Maryborough, Hybrid
and livestreamed on the internet.

MEMBERSHIP

Councillors:

Liesbeth Long (Mayor)

Grace La Vella

Geoff Lovett

Chris Meddows-Taylor

Gerard Murphy

Wayne Sproull

Anna de Villiers

To be confirmed at the Council
Meeting scheduled for 23 July 2024

1 COMMENCEMENT OF MEETING AND WELCOME

The Mayor commenced the meeting at 6pm, welcoming all present, with an acknowledgement of country and the Council Prayer.

PRESENT:

Councillors:

Liesbeth Long (Mayor)
Grace La Vella
Anna De Villiers (Remote)
Geoff Lovett
Chris Meddows-Taylor
Gerard Murphy
Wayne Sproull

Officers

Chief Executive Officer Lucy Roffey
General Manager Community Wellbeing Emma Little
General Manager Assets Infrastructure and Planning Amber Ricks
General Manager Corporate Performance Mick Smith
Manager Governance Property and Risk Cecilia Connellan
Bill Millard

2. APOLOGIES

Nil.

3. LEAVE OF ABSENCE

Nil

4. DISCLOSURES OF CONFLICTS OF INTEREST

Nil

5. Confirmation of Minutes from previous Council Meetings

MOTION

That Council confirm the following Minutes as a true and accurate record of the meeting:

- **5.1** Minutes from previous Council Meeting dated 28 May 2024.

Moved: Cr La Vella

Seconded: Cr Meddows- Taylor

Carried

6. Minutes of Delegated and Advisory Committees

RECOMMENDATION

That Council note the following Minutes from the 4 March 2024 Council Meeting:

- **6.1** Audit and Risk Committee Meeting Confirmed Minutes 4 March 2024

Moved: Cr Murphy

Seconded: Cr Meddows-Taylor

Carried

7. Petitions

7.1 PETITION TO PROVIDE MORE DISABILITY PARKING BAYS and ERECT "CLINIC PATIENTS ONLY" SIGNS NEAR THE DOCTORS CLINIC IN NEIL STREET SUMMARY/PURPOSE

The purpose of the report is to present a petition for consideration requesting more disability bays and the erection of "Clinic Patients only" signs near the Doctors Clinic in Neil Street.

MOTION

That Council:

- 1) accept the submitted petition as prescribed by the Governance Rules
- 2) thank the petitioner submitter and those who signed the petition
- 3) Acknowledge the completed additional Disabled Parking Bays that have been installed in the Maryborough Medical Precinct.

Moved: Cr Sproull

Seconded: Cr Murphy

Carried

Crs who spoke to the motion: Cr Sproull

8. Officer Reports

8.1 CENTRAL GOLDFIELDS SHIRE COUNCIL BUDGET 2024/25

SUMMARY/PURPOSE

The purpose of this report is to update Council with the finalised Budget for the 2024/25 financial year, noting some small changes between the draft and finalised budget.

MOTION

That Council:

1. thanks all submitters for providing feedback on the draft 2024/25 budget and notes responses have been included in this report.
2. notes that the 2024/25 Budget has been prepared in accordance with Section 94 of the Local Government Act 2020; and
3. Having considered all the submissions received on the draft 2024/25 Budget, pursuant to Section 94 of the Local Government Act 2020 adopts the 2024/25 Budget in Attachment 1.

Moved: Cr Meddows-Taylor

Seconded: Cr Murphy

Carried

Crs who spoke to the motion: Cr Meddows-Taylor, Cr Murphy, Cr La Vella

8.2 FINANCIAL SUSTAINABILITY STRATEGY

SUMMARY/PURPOSE

The purpose of this report is for Council to consider community feedback on the Financial Sustainability Strategy and adopt the Strategy for implementation.

MOTION

That Council:

1. adopt the Financial Sustainability Strategy;
2. submit a copy of the Financial Sustainability Strategy to the Legislative Council's Economy and Infrastructure Committee Inquiry into Local Government Funding and Service delivery as Council's submission to that inquiry; and
3. Commence the preparation of an application to the Essential Services Commission

for a rate cap variation to enable compliance with the Minister for Local Government Service Rates and Charges Guidelines for the 2025/26 financial year in relation to waste charges.

Moved: Cr Lovett

Seconded: Cr Sproull

Carried

Crs who spoke to the motion: Cr Lovett, Cr Sproull, Cr Meddows-Taylor

8.3 MEMORIALS POLICY REVIEW AFTER COMMUNITY FEEDBACK

SUMMARY/PURPOSE

The purpose of this report is to provide Council with the community engagement feedback received for the updated Memorials Policy.

Providing an opportunity for the public to provide feedback on policies, allows Council to align policies with current community needs and requirements and provides a transparent and cohesive message to the community.

The purpose of updating and reviewing Policies within the specified timeframe is to ensure Council is current with their Policies and Procedures and remains in compliance and up to date with the Local Government Act 2020 and legislative requirements.

MOTION

That Council:

1. Note that no formal Community Feedback received during the Community Engagement Period
2. Adopt the reviewed and updated Memorials Policy

Moved: Cr Lovett

Seconded: Cr La Vella

Carried

Crs who spoke to the motion: Cr Lovett, Cr La Vella, Cr Murphy

8.4 ROAD MANAGEMENT PLAN

SUMMARY/PURPOSE

The purpose of this report is to provide Council with the results from the public consultation process undertaken regarding its Draft Road Management Plan 2024 and provide the final Road Management Plan 2024 for adoption.

MOTION

That Council:

- 1) notes the submissions received during the consultation period
- 2) Adopts the Road Management Plan 2024.

Moved: Cr Meddows-Taylor
Seconded: Cr Murphy

Carried

Crs who spoke to the motion: Cr Meddows-Taylor, Cr Murphy, Cr La Vella

8.5 FAIR ACCESS POLICY DRAFT

SUMMARY/PURPOSE

The purpose of this report is to present the Draft Fair Access Policy and Action Plan to Council for consideration and adoption for the purposes of public consultation.

MOTION

That Council adopt the Draft Fair Access Policy and Action Plan for the purposes of public consideration.

Moved: Cr Sproull
Seconded: Cr La Vella

Carried

Crs who spoke to the motion: Cr Sproull, Cr La Vella

8.6 FUTURE MANAGEMENT OF BRISTOL HILL TOWER

SUMMARY/PURPOSE

The purpose of this report is for Council to consider the request from the Department of Energy Environment and Climate Action (DEECA) to become the Committee of Management for the Bristol Hill Tower and surrounds.

MOTION

Alternative motion to the recommendation.

That Council

1. takes over the management of Bristol Hill tower precinct the area to include sealed access roads, sealed car park, the memorial tower and the grassed area it sits upon.
2. Agrees to hold further discussion work though the finer details in relation to the management of the historic cemetery and surrounds in the forefront of the tower knoll and car park

Moved: Cr La Vella
Seconded: Cr Lovett

For: Cr Lovett, Cr La Vella , Cr De Villers, Cr Murphy
 Against: Cr Sproull, Cr Meddows Taylor, Cr Long

Carried

Crs who spoke to the motion: Cr La Vella, Cr De Villers, Cr Lovett, Cr Murphy, Cr Meddow-Taylors

8.7 AUDIT AND RISK COMMITTEE'S BIENNIAL REPORT TO COUNCIL JUNE 2024 SUMMARY/PURPOSE

As required under Section 54(5) of the *Local Government Act 2020*, an Audit and Risk Committee (the Committee) report must be prepared and presented to Council on the outcomes of the Committee meetings on a biannual basis.

This report from the Committee covers the six months to 31 May 2024.

MOTION

That Council receive and note the Audit and Risk Committee's Biannual report to Council for the six months to 31 May 2024.

Moved: Cr Murphy

Seconded: Cr Lovett

Carried

Crs who spoke to the motion: Cr Murphy

8.8 CARISBROOK LEVEE INDEPENDENT REVIEW

SUMMARY/PURPOSE

The purpose of this report is for Council to consider and endorse the Terms of Reference for the Carisbrook Levee Independent Review Reference Group.

MOTION

That Council:

4. endorse the Terms of Reference for the Carisbrook Levee Independent Review Reference Group; and
5. Thank the members of the Carisbrook Levee Independent Review Reference Group for their work to date in drafting these Terms of Reference and preparing a scope of works for the Independent Reviewer.

Moved: Cr Sproull

Seconded: Cr Meddows Taylor

Carried

Crs who spoke to the motion: Cr Sproull, Cr Meddows-Taylor Cr Murphy,

9. Councillor Reports and General Business

Nil

10. Notices of Motion

6. Minutes of Delegated and Advisory Committees

Nil

7. Petitions

Nil

8. Officer Reports

8.1 COUNCIL PLAN ACTION PLAN REPORT Q4

Author: GOVERNANCE OFFICER

Responsible Officer: General Manager Corporate Performance

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The report provides Council with an update on the status of the actions identified in the Council Plan Annual Action Plan 2023-24, for the quarter ending 30 June 2024.

RECOMMENDATION

That Council note the Council Plan Annual Action Plan 2023-2024 Progress Report for Quarter Four.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 – Leading Change

The Community's vision 4. Good planning, governance, and service delivery

Under Section 90 of the *Local Government Act 2020* Council must prepare a Council Plan which includes: the strategic direction and objectives for achieving the strategic direction, strategies for achieving the objectives for at least the next four financial years, strategic indicators for monitoring the achievement of the objectives, a description of the Council's initiatives and priorities for services, infrastructure, and amenity.

BACKGROUND INFORMATION

The Council Plan Annual Action Plan 2023-24 was developed to support the achievement of the strategic objectives identified in the Council Plan and to provide a reporting framework to measure progress against the Council Plan.

Council adopted the Annual Action Plan 2023-24 at its October 2023 meeting, and quarter four progress is now presented.

REPORT

The chart below provides a summary of progress for the year to end of the fourth quarter.

It is important to note some items are across several years so carry through each year's action report.

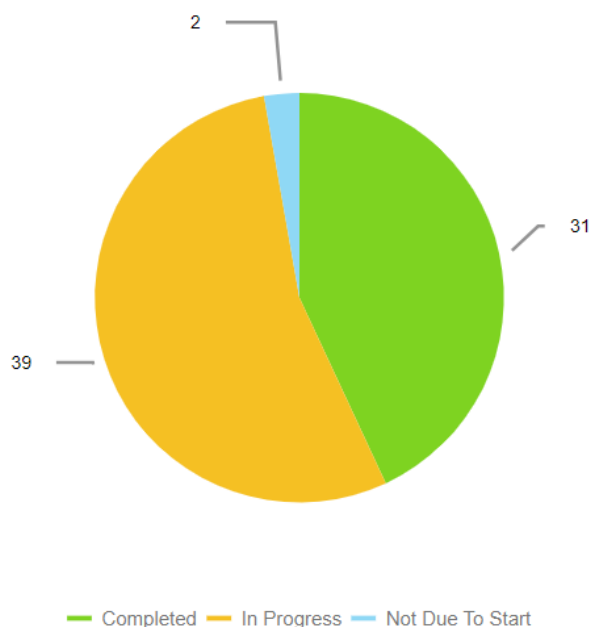
Completed items from previous quarters are not carried over in the reporting.

There are 72 items in the current Action Plan, 16 of which are capital works projects.

Of note:

- Thirty-One items have been completed with twenty items completed this quarter (compared to 6 items in Q3).

- Thirty-Nine items are in progress.
- Two Items are not due to start until a later date.
- Where a due date is not included, this is generally because it is an ongoing item without a fixed end point, it is subject to external funding, or has been deferred.



CONSULTATION/COMMUNICATION

The current year's Budget was prepared in line with the initiatives identified in the Annual Plan subject to grants from State and Federal Government being received in some cases.

Pulse, the system used to report on the Annual Action Plan is provided for in existing budgets.

RISK MANAGEMENT

This report addresses Council's strategic risk Governance - Failure to transparently govern and embrace good governance practices.

CONCLUSION

The 2023-24 Action Plan outlines the projects and programs that are planned to be undertaken during the year to meet the objectives of the Council Plan.

This report provides an update.








ATTACHMENTS







8.1.1 Quarterly Progress Report Q4





8.1.1




Quarterly Progress Report 2023/2024, Q4

Our Community's Wellbeing




Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Status	Q3 Progress	Q4 Progress	Comments	Due Date	Traffic Lights
1.2	Nurture and celebrate creativity	3	Seek external funding to support activation of the Art Space and Courtyard at Maryborough Station	Manager Tourism Events and Culture	Completed	80%	100%	Successful grant applications completed for 150K for Infrastructure and equipment from Creative Victoria and 100K for engagement and establishment grant from Regional Development Victoria for co-design of programming and governance model	30/06/2024	
1.2	Nurture and celebrate creativity	4	Adopt Central Goldfields Art Gallery Strategic Plan 2023 - 2026 and implement Year One actions	Manager Tourism Events and Culture	In Progress	70%	90%	Implementation of Year One actions is on track including programming, marketing and other key priorities	31/08/2024	
1.3	Support positive life journey development for all residents	5	Advocate for ongoing investment and support for Go Goldfields	Chief Executive Officer	In Progress	75%	90%	Further representation made to Minister Regional Development on 25 June 2024.	30/09/2024	
1.3	Support positive life journey development for all residents	7	Undertake further investigative work to determine the most appropriate location for the Early Years Integrated Hub and develop a project plan to implement the actions identified in the Masterplan. (To be developed in collaboration with Go Goldfields.)	Manager Children and Families	In Progress	20%	40%	Negotiation continues with the Department of Education on a suitable site. DE consultants are reporting back on potential sites at our next meeting in July. It should be noted that the State Budget signalled a lengthened timeframe for the delivery of the ELCCs across the State.	30/06/2024	
1.4	Encourage, support and facilitate healthy and safe communities	8	Contribute to the implementation of key initiatives in the Loddon Mallee Housing Action Plan	Chief Executive Officer	Completed	75%	100%	Provided information to the working group on State Government and Council land in residential areas that may be suitable for social and affordable housing development.	30/06/2024	
1.4	Encourage, support and facilitate healthy and safe communities	9	Implement the Healthy Loddon Campaspe Round 2 Projects	Manager Community Partnerships	Completed	75%	100%	Healthy Loddon Campaspe Round 2 projects are scheduled to be complete by end of June and will be acquitted by the required deadline of July 2024.	30/06/2024	
1.4	Encourage, support and facilitate healthy and safe communities	11	Work with key stakeholders to complete the Community Emergency Risk Assessment (CERA) for Central Goldfields and update the Municipal Flood Emergency Plan (MFEP)	Manager Community Partnerships	Completed	60%	100%	The Municipal Flood Emergency Plan was approved at the Integrated Municipal Emergency Management Planning Committee's meeting in May.	30/06/2024	






Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Status	Q3 Progress	Q4 Progress	Comments	Due Date	Traffic Lights
1.4	Encourage, support and facilitate healthy and safe communities	12	Implement the Flood Recovery Action Plan	Manager Community Partnerships	In Progress	55%	75%	Flood Recovery Officer role has been extended until May 2025 to provide further support to flood recovery activities. Rescheduled community events are planned to occur in early part of 2024/25 year and the Carisbrook Resilience Canopy Project is in its early stages of scoping and planning.	31/05/2025	
1.4	Encourage, support and facilitate healthy and safe communities	13	Develop a Central Goldfields Food Systems Strategy	Manager Community Partnerships	In Progress	50%	75%	Project is in draft report development phase, following consultation period. The draft Roadmap will be presented to management and councillors for information before public feedback is invited in August.	31/10/2024	
1.4	Encourage, support and facilitate healthy and safe communities	14	Implement the Municipal Public Health and Wellbeing Plan 2021-2025:	Manager Community Partnerships	Completed	75%	100%	The Plan's strategic aims continue to be achieved through the delivery of various Council programs, including the VicHealth Children and Young People First project, Go Goldfields, Healthy Loddon Campaspe program, Climate Action Plan delivery and support for community events and awareness initiatives. Planning to scope next Public Health and Wellbeing Plan development is now in early stages.	30/06/2024	
1.4	Encourage, support and facilitate healthy and safe communities	15	Implement training program for Teen and Youth Mental Health First Aid Instructors to deliver Mental Health First Aid Training to Year 8 and Year 10 students and community members.	Manager Community Partnerships	Completed	85%	100%	Youth Mental Health First Aid community training was successfully held in May 2024 and Highview College training for students began in May 2024.	30/06/2024	
1.4	Encourage, support and facilitate healthy and safe communities	16	Complete and implement the Maryborough Flood Study	Manager Project Management Office	In Progress	95%	95%	Flood Study currently being updated to include final stakeholder feedback received from NCCMA, expected to be finalised in August.	28/02/2024	
1.4	Encourage, support and facilitate healthy and safe communities	17	Implement the Gender Equity Action Plan	Manager People and Culture	In Progress	60%	85%	CGSC's GE Committee continues to meet on a monthly basis, to progress and monitor actions within the GEAP. CGSC's Building Gender Equality Capability Strategy has been endorsed by the GE Committee. CGSC are working in partnership with Women's Health Loddon Mallee as part of our CARE Partnership. This Strategy and partnership delivers a	30/09/2024	

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Status	Q3 Progress	Q4 Progress	Comments	Due Date	Traffic Lights
								<p>blended learning strategy which includes adding an e-learning module to the existing onboarding compliance suite; coupled with more intensive learning for those teams, roles where a deeper knowledge and skill is required, particularly in undertaking Gender Impact Assessments.</p> <p>Work is progressing steadily on implementing WHLM's preliminary GIA review on the three documents reviewed and will be finalised at July 2024 meeting. Awareness of the need to undertake gender impact assessments steadily grows within CGSC, with technical ability in undertaking gender impact assessments, also growing with senior officers requesting attendance to share and collaborate on key projects to ensure alignment.</p>		
1.4	Encourage, support and facilitate healthy and safe communities	18	Continue with Review of Local Law	Manager Statutory Services	In Progress	80%	80%	1st Draft completed scheduled for Council Briefing 9th July. Recommended for release for community feedback late July	30/04/2025	
1.5	Maximise volunteer efforts	20	Update the Volunteer Strategy in partnership with the Maryborough Volunteer Resource Centre	Manager Tourism Events and Culture	In Progress	90%	90%	Council and MVRC hosted a successful shire wide Volunteer Forum in May 2024. Council officers and MVRC are in the process of synthesizing feedback from the forum to inform a comprehensive volunteer strategy that will address key challenges, enhance support structures, and align with community needs.	31/12/2024	
1.6	Value, celebrate and actively engage First Nations culture and people	21	Support and participate in the annual NAIDOC week and Reconciliation week events	Manager Community Partnerships	Completed	50%	100%	Council has partnered with a number of local services to successfully deliver the Central Goldfields NAIDOC celebrations on June 27th. Council also supported the Maryborough Community House NAIDOC Family Day on July 10 through civil works to create a yarning circle onsite and event promotion.		
1.6	Value, celebrate and actively engage First Nations culture and people	22	Research best practice and principles that support partnerships with First Nations stakeholders and organisations	Manager Community Partnerships	Not Due to Start	0%	0%	This item will commence following adoption of the Reconciliation Action Plan (RAP). At this stage, the date for adoption is unknown.		


Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Status	Q3 Progress	Q4 Progress	Comments	Due Date	Traffic Lights
1.6	Value, celebrate and actively engage First Nations culture and people	23	Work with Dja Dja Wurrung Corporation (in line with the Reconciliation Action Plan) to deliver Cultural Awareness Training across the organisation	Manager Community Partnerships	In Progress	25%	75%	Potential online cultural awareness training programs have been assessed and a preferred provider has been confirmed. This introductory training will be delivered across the organisation in 2024/25 year, with more in-depth training options for identified sections of the organisation to be explored subsequently.	31/12/2024	
1.6	Value, celebrate and actively engage First Nations culture and people	24	Finalise the Reflect Reconciliation Action Plan	Manager Community Partnerships	In Progress	80%	80%	A further revised draft Reconciliation Action Plan has been submitted to Reconciliation Australia to enable their conditional endorsement and a response is expected by end of June 2024. Following this endorsement, the draft Plan will be presented to Council for formal adoption.	31/10/2024	
1.6	Value, celebrate and actively engage First Nations culture and people	25	Work collaboratively with Bendigo District Aboriginal Corporation to support Aboriginal parents and carers	Manager Children and Families	Completed	50%	100%	CGSC continue to engage with BDAC and through Maternal and Child health and offer opportunities to utilise resources such as the Nest to connect with local ATSI families.		










Our Growing Economy









Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Status	Q3 Progress	Q4 Progress	Comments	Due Date	Traffic Lights
2.1	Retain, grow and attract our population	26	Complete the Land Use Framework Plan for Maryborough North, Flagstaff and Carisbrook	General Manager Infrastructure Assets and Planning	In Progress	30%	30%	Further bushfire assessment work is continuing. Draft LUP remains at 30%.	30/06/2024	
2.1	Retain, grow and attract our population	28	Complete Review of Heritage Overlay in Central Maryborough	General Manager Infrastructure Assets and Planning	In Progress	80%	80%	Report and Planning Scheme Documents still in preparation.	30/06/2024	
2.1	Retain, grow and attract our population	29	Commence work on Urban Land Opportunities Study	General Manager Infrastructure Assets and Planning	In Progress	25%	35%	Hansen Consultants visiting CGSC on 12 June 2024.	30/06/2024	







Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Status	Q3 Progress	Q4 Progress	Comments	Due Date	Traffic Lights
2.2	Capitalise on tourism opportunities	30	Participate in the development of the Central Victorian Visitor Economy Partnership	General Manager Community Wellbeing	In Progress	65%	65%	Funding extension being negotiated with DJSIR to align with extension provided to Daylesford Macedon Tourism while negotiations continue.	30/06/2024	
2.2	Capitalise on tourism opportunities	31	Develop an Events Strategy which clarifies Council's priorities for events across the Shire and outlines how Council will support community and other event providers	Manager Tourism Events and Culture	In Progress	50%	70%	Draft Events Strategy to be presented to Councillors in August prior to a period of community feedback. It is anticipated that the Strategy will be adopted in September	30/09/2024	
2.4	Develop a skilled and diverse workforce	33	Work with partners on innovative activities to attract and retain early childhood teachers and educators in the Shire	Manager Children and Families	Completed	80%	100%	Go Goldfields has hosted a range of events and activities to support early childhood teachers and educators to the shire. The Central Goldfields Early Years Workforce Strategy is currently making its way through Council endorsement process.	30/06/2024	
2.4	Develop a skilled and diverse workforce	34	Complete and activate the extended co-working space of the Maryborough Railway Station Activation Project	Manager Community Partnerships	Completed	50%	100%	Grant funding applications in relation to activation of co-working spaces have been successful and project planning will soon commence to enable delivery within expected timeframes.	30/06/2024	
2.4	Develop a skilled and diverse workforce	35	Continue to develop partnerships with Committee for Maryborough, key shire employers and external providers to support labour force attraction/retention, skills development and business modernisation.	Manager Community Partnerships	Completed	65%	100%	Funding opportunities for Maryborough Learning Hub are progressing, with project funding secured to develop a model for vocational learning and preparation for RUSH (Regional University Study Hubs) Grant Funding application well underway.	30/06/2024	

Our Spaces and Places

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Status	Q3 Progress	Q4 Progress	Comments	Due Date	Traffic Lights
3.1	Provide engaging public spaces	38	Deliver the design and planning works for the Bristol Hill Urban Bike Park Project	Manager Project Management Office	In Progress	30%	30%	Market response to public tender was significantly over budget. Officers working with funding body to consider minor rescope to project.	30/06/2024	






Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Status	Q3 Progress	Q4 Progress	Comments	Due Date	Traffic Lights
3.1	Provide engaging public spaces	39	Develop a Play Spaces Strategy and Splash Park Feasibility Study	Manager Project Management Office	In Progress	60%	60%	Officers undertaking detailed review of draft strategy and action plan prior to release for public consultation.	31/12/2024	
3.1	Provide engaging public spaces	40	Reduce obstructions on footpaths by developing a Footpath Trading Procedure and program of works	Manager Statutory Services	In Progress	30%	30%	EMT briefed 5th of June. Confirmed project scope for 2024/25	30/04/2025	
3.1	Provide engaging public spaces	60	Reconstruct Octagonal Pool at Maryborough Olympic Pool Complex	Manager Project Management Office	In Progress	70%	80%	Filling, testing of new hydraulics and final sign off to be completed in July. Roof works and render repairs on pavilion building to commence. Assessment of additional high priority works to be undertaken with remaining funding underway.	30/06/2024	
3.1	Provide engaging public spaces	65	Whirrakee Rise Open Space Enhancement	Manager Project Management Office	In Progress	20%	20%	Tender has been awarded. Works to commence in July 2024.	30/06/2024	
3.1	Provide engaging public spaces	72	Gordon Gardens Open Space Enhancement works	Manager Operations	In Progress	45%	60%	Skate Park has been removed and grass has been reinstated, table and bench seating has been installed, tree planting currently taking place, and some path works are currently being completed. The access ramp to the bowling club will be completed early in the new financial year.	30/09/2024	
3.2	Provide infrastructure to meet community need	42	Conduct a feasibility study and design plans for a Central Goldfields Youth Hub	Manager Community Partnerships	Not Due To Start	0%	0%	Project to be carried forward to next year.	30/06/2024	
3.2	Provide infrastructure to meet community need	43	Review and update the Road Management Plan	Manager Project Management Office	Completed	95%	100%	Adopted at June Council Meeting.	30/06/2024	
3.2	Provide infrastructure to meet community need	44	Review installation priorities from pedestrian crossings with a focus on busy neighbourhood centres and meeting places	Manager Project Management Office	Completed	20%	100%	Projects identified have been successfully funded.	30/06/2024	
3.2	Provide infrastructure to meet community need	57	Implement priority risk item works as detailed in the endorsed Maryborough Aerodrome Business Case	General Manager Infrastructure	In Progress	35%	50%	Recent Airport Advisory Committee noted some progress on Business case items.	30/06/2024	



Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Status	Q3 Progress	Q4 Progress	Comments	Due Date	Traffic Lights
				Assets and Planning						
3.2	Provide infrastructure to meet community need	61	Develop and deliver Indigenous Interpretive Gardan adjacent to Central Goldfields Art Gallery in partnership with Dja Dja Wurrung artists and community	Manager Project Management Office	In Progress	70%	90%	Final works including pathways and irrigation installation underway. Plantings, artwork and signage installation to be undertaken in June.	30/06/2024	
3.2	Provide infrastructure to meet community need	62	Complete pool renewal works at Dunolly / Talbot Outdoor Pools and Maryborough Sport and Leisure	Manager Project Management Office	Completed	85%	100%	Project has been completed and has entered the Defect Liability Period.	30/06/2024	
3.2	Provide infrastructure to meet community need	63	Goldfields Reservoir / Dam Stabilisation Design works	Manager Project Management Office	In Progress	20%	20%	Site inspection with new personnel at design firm in response to arborist report to be undertaken to finalise design direction.	30/06/2024	
3.2	Provide infrastructure to meet community need	64	Deledio Netball Courts Upgrade	Manager Project Management Office	Completed	95%	100%	Project is complete and has entered the Defect Liability Period.	30/06/2024	
3.3	Value and care for our heritage and culture assets	45	Continue to contribute to the Victorian Goldfields World Heritage Bid preparation	Chief Executive Officer	Completed	75%	100%	Masterplan has been presented to the Steering Group for endorsement and as part of preparations for a funding application to the Enabling Tourism Fund. Council has confirmed an allocation of \$4,000 to support the Enabling Tourism Fund application and included this in the 2024/2025 budget	30/06/2024	
3.3	Value and care for our heritage and culture assets	58	Upgrade the electrical system in the Maryborough Town Hall	Manager Project Management Office	In Progress	80%	90%	Electrical works have now been completed. Minor upgrades to Council chambers, AV and finalisation of 10-year plan to be completed.	30/06/2024	
3.3	Value and care for our heritage and culture assets	59	Update the Nolan Street Customer Service Centre and Offices to provide accessible and safe facilities	Manager Project Management Office	In Progress	15%	20%	Engagement with stakeholders is underway.	30/06/2024	
3.3	Value and care for our heritage and culture assets	66	Bowenvale Playground Works	Manager Project Management Office	In Progress	15%	15%	Tiny Towns funding successful. Construction drawings being finalised in preparation of advertising tender.	30/06/2024	

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Status	Q3 Progress	Q4 Progress	Comments	Due Date	Traffic Lights
3.3	Value and care for our heritage and culture assets	67	Rene Fox Gardens Toilet Refurbishment	Manager Project Management Office	In Progress	20%	20%	Building permit has been issued. Works to commence on site in July.	30/06/2024	
3.3	Value and care for our heritage and culture assets	68	Dunolly Town Hall Scoping and Design	Manager Project Management Office	In Progress	20%	30%	Laser scan and survey of buildings undertaken. Architects working on current condition drawings and documentation. Continued discussions with stakeholders and preparations for stakeholder engagement with architects where required. Structural engineers to inspect building.	30/06/2024	
3.3	Value and care for our heritage and culture assets	69	Talbot Town Hall Scoping and Design	Manager Project Management Office	In Progress	20%	30%	Laser scan and survey of buildings undertaken. Architects working on current condition drawings and documentation. Continued discussions with stakeholders and preparations for stakeholder engagement with architects where required. Structural engineers to inspect building.	30/06/2024	
3.3	Value and care for our heritage and culture assets	70	Carisbrook Town Hall Scoping and Design	Manager Project Management Office	In Progress	20%	30%	Laser scan and survey of buildings undertaken. Architects working on current condition drawings and documentation. Continued discussions with stakeholders and preparations for stakeholder engagement with architects where required. Structural engineers to inspect building.	30/06/2024	
3.3	Value and care for our heritage and culture assets	71	Princess Park Historic Grandstand Scoping and Design	Manager Project Management Office	In Progress	20%	25%	Tender has been awarded. Detailed engagement strategy is under development.	30/06/2024	
3.4	Manage and reduce and reuse waste	46	Undertake a review of kerbside waste collection program	Manager Statutory Services	In Progress	20%	25%	Waste models complete. Internal working group to be reformed. Awaiting release of state government standards	30/06/2025	

Leading Change

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Status	Q3 Progress	Q4 Progress	Comments	Due Date	Traffic Lights
4.1	Actively engage, inform and build the leadership capacity of community members and organisations	47	Redesign Council's website including enhancing the	Manager Community Engagement	Completed	30%	100%	The refreshed website was delivered on 26 June. Work continues behind the scenes to upskill content authors and to facilitate	31/03/2024	

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Status	Q3 Progress	Q4 Progress	Comments	Due Date	Traffic Lights
			content and accessibility of the platform					improvements to layout, content and accessibility. Privacy and governance needs have been resolved. Discussing have commenced with the IT department to pave the way for digital first services to be a key feature of the website.		
4.1	Actively engage, inform and build the leadership capacity of community members and organisations	48	Review Council's e-bulletins to ensure all people and groups are reached with current news and opportunities	Manager Community Engagement	In Progress	20%	20%	The approach to improve Council's ebulletin's is in progress with the first refreshed e-bulletin due in September.		
4.1	Actively engage, inform and build the leadership capacity of community members and organisations	49	Complete a review of Community Asset Committees and create a consistent and equitable approach for the management of buildings	Manager Governance Property and Risk	In Progress	85%	90%	The remaining updated instruments of delegation are in the process of being reviewed and distributed to the remaining CACs. The instruments of delegation will create a consistent and equitable approach for the management of buildings.	31/08/2024	
4.2	Provide financial sustainability and good governance	50	Develop and implement a Risk & Assurance system and culture change	General Manager Corporate Performance	Completed	80%	100%	This action has been achieved through the Risk Management Framework Project with the Strategic and Operational Risk Registers completed and presented to the June 2024 Audit & Risk Committee meeting. It must be noted that Culture Change will continue with the process of reviewing and updating risk register to become a business-as-usual task.	31/03/2024	
4.2	Provide financial sustainability and good governance	51	Continue delivery of policy review program.	Governance Officer	In Progress	85%	90%	Work continues on updating the overdue policies with a majority of "red" policies either in process of having been presented at the applicable meeting or in the final process of being approved.	30/09/2024	
4.3	Provide a safe, inclusive and supportive workplace	52	Implement Corporate Action Plan which covers staff culture and engagement, attraction and retention, OHS, progressional development, Customer Records Management, and an intranet	Manager People and Culture	Completed	90%	100%	Corporate Plan complete with progress report given at the June all staff meeting. A progress tracker has been developed and shared with the organization. 25 Projects are committed to be delivered throughout the 2023 - 2027 Corporate Plan period Two projects were delivered in 2023 -Implement a new approach to All Staff Forums -Sharing of information from Team Meetings to / with Executive Management Team 14 of the remaining 23 Projects are	30/06/2024	

Initiative Code	Initiative	Action Code	Action Name	Responsible Officer Position	Status	Q3 Progress	Q4 Progress	Comments	Due Date	Traffic Lights
								committed to be delivered in 2024 So far, of these 14 - 3 have been completed / implemented 9 are work in progress and on track 2 are stalled or not started		
4.4	Advocate and partner on matters of community importance	54	Support communities to develop capacity and capability in community planning	Manager Community Partnerships	Completed	50%	100%	Council has supported the Maryborough Volunteering Resource Centre to successfully run a volunteering forum on May 30 attended by over 80 people - feedback from which will inform the next volunteering strategy and identify actions to further support community groups.		
4.4	Advocate and partner on matters of community importance	55	Advocate for funding for the Early years' infrastructure	Manager Children and Families	In Progress	30%	50%	The development of the Implementation PCG is underway. A revised timeline is under development to respond to the changed timing of implementation of 30 hours kinder in the recent State Government Budget.	30/06/2024	

8.2 COMMUNITY SATISFACTION SURVEY RESULTS 2024

Author: **MANAGER COMMUNITY ENGAGEMENT**

Responsible Officer: **Chief Executive Officer**

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is for Council to consider and receive the Community Satisfaction Survey Results for 2024

RECOMMENDATION

That Council note the Community Satisfaction Survey Results for 2024.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 – Leading Change

The Community's vision 4. Good planning, governance, and service delivery

The Community Satisfaction Survey is undertaken annually to provide indicators for Council's performance in key areas.

The survey is mandated in the Victorian Local Government Act 2020 and reported on in Council's Annual Report.

BACKGROUND INFORMATION

Each year Local Government Victoria (LGV) coordinates the Statewide Local Government Community Satisfaction Survey with all participating local councils.

While utilising the LGV contractor to conduct the survey is not mandatory, it is the most cost-effective way for local councils to collate the information mandated under the Victorian Local Government Act 2020 including key performance indicators on a broad range of services, programs, and infrastructure.

REPORT

The survey is undertaken quarterly and reported to Council annually. The key areas covered are:

- value for money in services and infrastructure
- community consultation and engagement
- decisions made in the interest of the community
- customer service, local infrastructure, facilities, services and

- overall council decision making and direction.

Results are benchmarked to other small rural councils and overall results for Victoria and provide 10 years of comparison data.

Survey results showed a decrease in ratings across most areas. Council rates highest in the appearance of public areas and waste management.

Sealed local roads is Council's lowest rated service area, which was expected given the extent of damage after the October 2022 floods.

An additional question was asked in 2024 to any participants that rated roads

CONSULTATION/COMMUNICATION

The surveys are conducted quarterly with 400 participants contacted each year with equal numbers of men and women participating. In the survey results for 2024, 50% of participants were aged 65 and older, 15% were aged 50-64, 17% were aged 35-49, 16% were aged 25-34 and 2% were aged 18-24.

The survey also included a question on preferred methods of communication with the following results:

The top three preferences of residents aged 50 years and over for communication from Council are all the 'physical copy' options: a newsletter sent via mail (37%), advertising in a local newspaper (21%) and a newsletter as a local paper insert (14%). Residents aged under 50 years prefer social media (34%), followed by a newsletter via mail (26%) or email (16%).

FINANCIAL & RESOURCE IMPLICATIONS

The cost of the survey is included each year in the annual budget.

There are additional charges for extra questions and areas to be covered in the survey outside of the mandatory questions.

In 2024 Council included an additional question around roads.

RISK MANAGEMENT

This report addresses Council's strategic risk Community engagement - Inadequate stakeholder management or engagement impacting brand reputation and community satisfaction in Council decision making through measuring and reporting outcomes.

CONCLUSION

The Community Satisfaction Survey is conducted annually as mandated under the Victorian Local Government Act 2020.

The survey results for 2024 are generally lower than last year's results with ratings highest in the appearance of public areas and waste management and lowest for sealed local roads.

ATTACHMENTS

8.2.1 2024 Community Satisfaction Survey Results

8.2.2 2024 Community Satisfaction Survey Results - Tailored

8.2.1

2024 Local Government Community Satisfaction Survey

Central Goldfields Shire Council

Coordinated by the Department of
Government Services on behalf of
Victorian councils



Contents

<u>Background and objectives</u>	<u>3</u>
<u>Key findings and recommendations</u>	<u>6</u>
<u>Detailed findings</u>	<u>12</u>
<u>Overall performance</u>	<u>13</u>
<u>Customer service</u>	<u>24</u>
<u>Communication</u>	<u>30</u>
<u>Council direction</u>	<u>35</u>
<u>Individual service areas</u>	<u>39</u>
<u>Community consultation and engagement</u>	<u>40</u>
<u>Lobbying on behalf of the community</u>	<u>42</u>
<u>Decisions made in the interest of the community</u>	<u>44</u>
<u>Condition of sealed local roads</u>	<u>46</u>
<u>Informing the community</u>	<u>48</u>
<u>Appearance of public areas</u>	<u>50</u>
<u>Waste management</u>	<u>52</u>
<u>Detailed demographics</u>	<u>54</u>
<u>Appendix A: Index scores, margins of error and significant differences</u>	<u>56</u>
<u>Appendix B: Further project information</u>	<u>60</u>



Background and objectives

The Victorian Community Satisfaction Survey (CSS) creates a vital interface between the council and their community.

Held annually, the CSS asks the opinions of local people about the place they live, work and play and provides confidence for councils in their efforts and abilities.

Now in its twenty-fifth year, this survey provides insight into the community's views on:

- councils' overall performance, with benchmarking against State-wide and council group results
- value for money in services and infrastructure
- community consultation and engagement
- decisions made in the interest of the community
- customer service, local infrastructure, facilities, services and
- overall council direction.

When coupled with previous data, the survey provides a reliable historical source of the community's views since 1998. A selection of results from the last ten years shows that councils in Victoria continue to provide services that meet the public's expectations.

Serving Victoria for 25 years

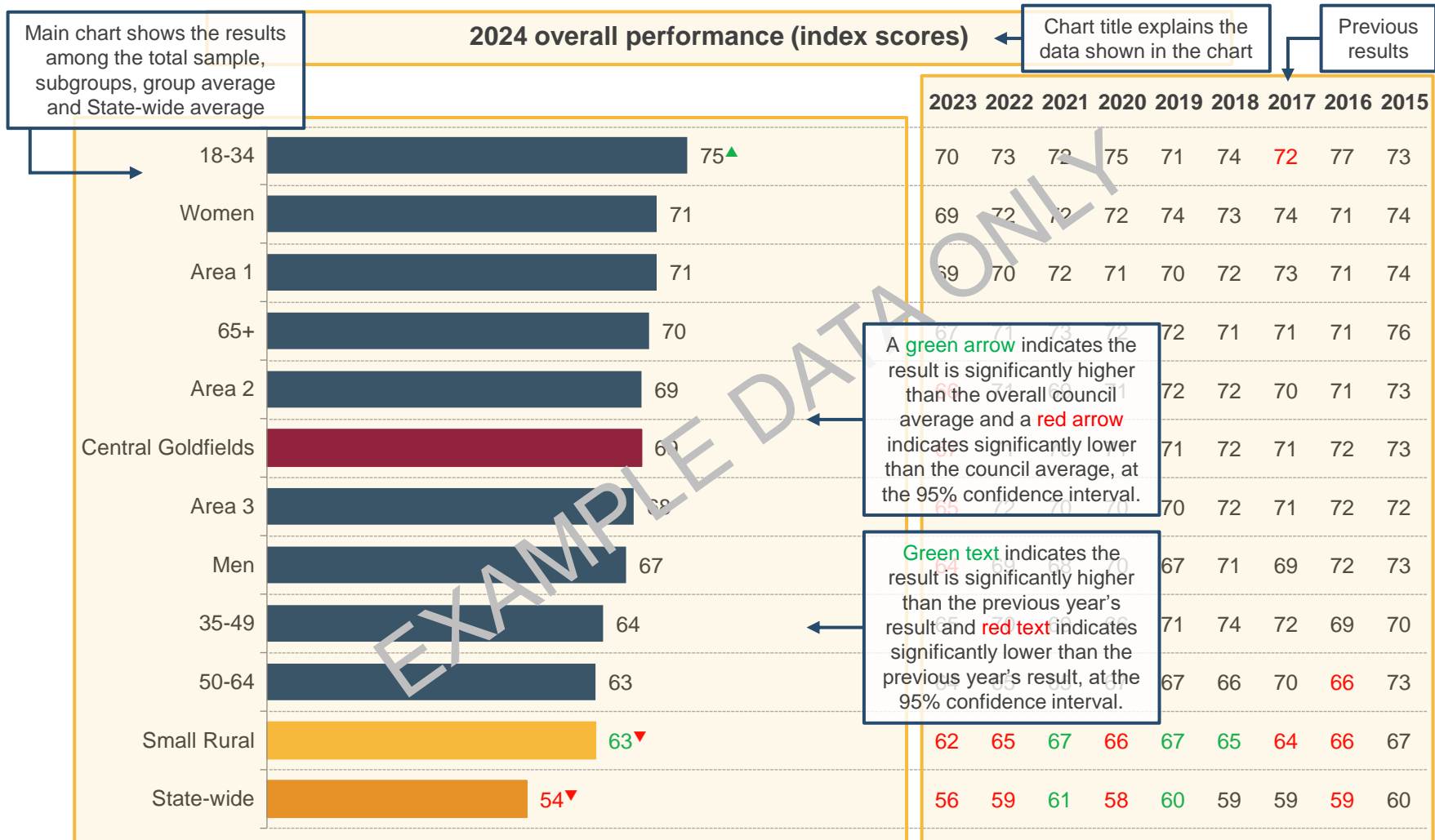
Each year the CSS data is used to develop this State-wide report which contains all of the aggregated results, analysis and data. Moreover, with 25 years of results, the CSS offers councils a long-term measure of how they are performing – essential for councils that work over the long term to provide valuable services and infrastructure to their communities.

Participation in the State-wide Local Government Community Satisfaction Survey is optional.

Participating councils have various choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.



How to read index score charts in this report



Question asked and base size(s)

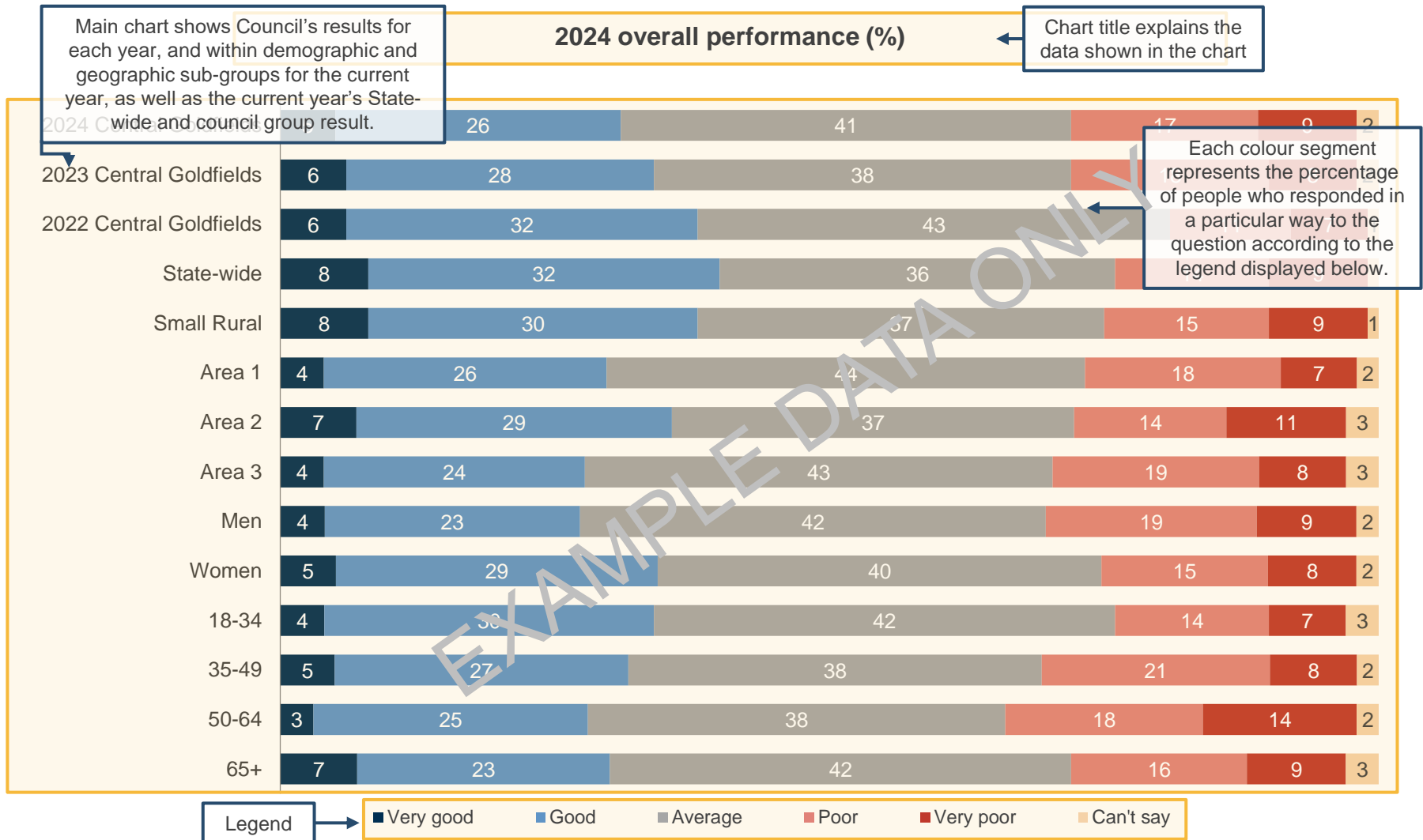
Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Central Goldfields Shire Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked State-wide: 62 Councils asked group: 9

Note: Please see Appendix A for explanation of significant differences.



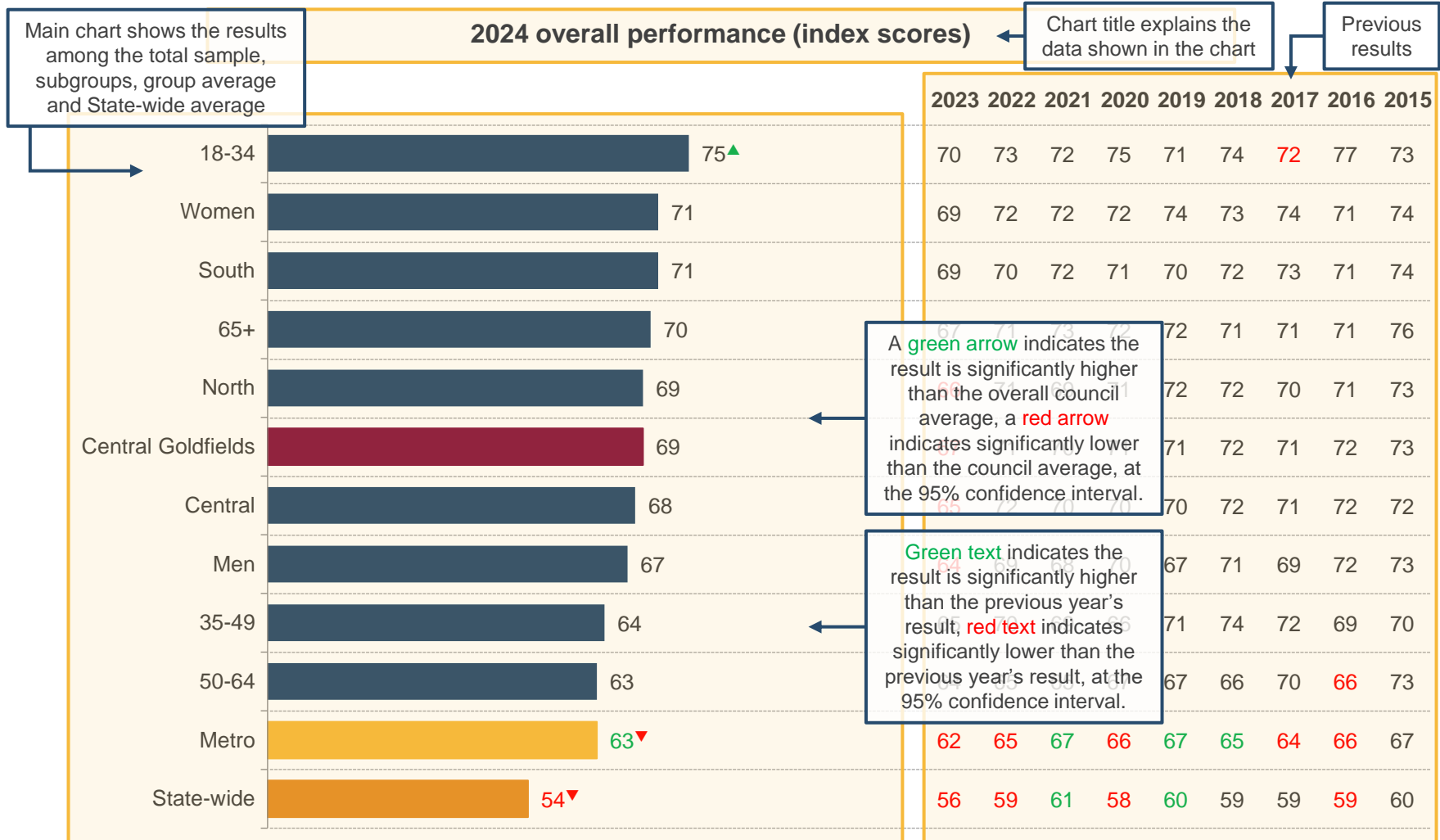
How to read stacked bar charts in this report



UPDATE



How to read index score charts in this report



Question asked and base size(s)

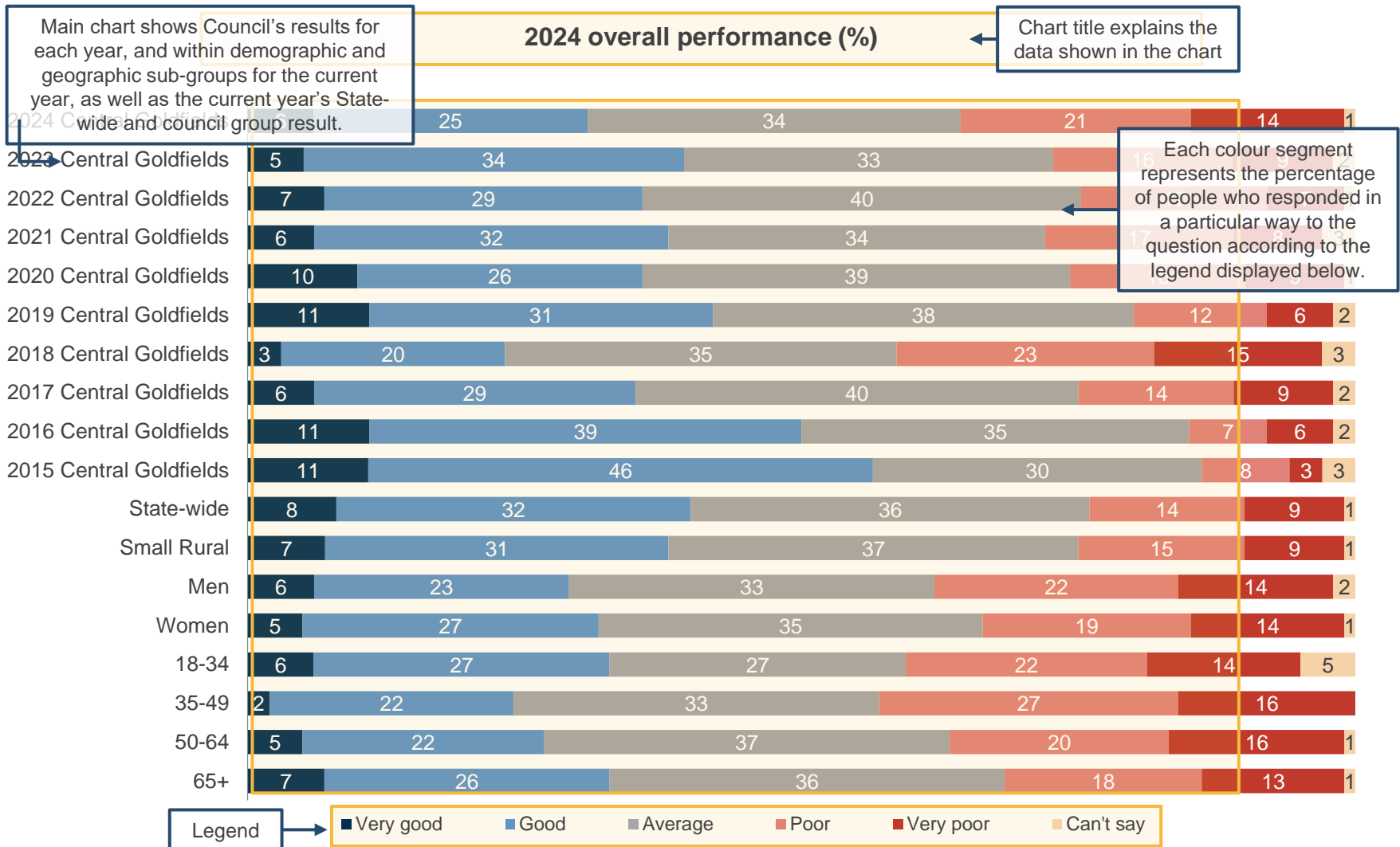
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Base: All respondents. Councils asked State-wide: 62 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.

**UPDATE**

How to read stacked bar charts in this report



33 of 232

Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Central Goldfields Shire Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?
Base: All respondents. Councils asked State-wide: 62 Councils asked group: 19

Key findings and recommendations

Central Goldfields Shire Council – at a glance

Overall council performance

Results shown are index scores out of 100.



Central
Goldfields 47



Small Rural 53



State-wide 54

Council performance compared to group average

Top 3 performing areas



Appearance of public areas

▼ lower



Waste management

▼ lower



Informing the community

▼ lower

Bottom 3 performing areas



Sealed local roads

▼ lower



Lobbying

▼ lower



Community decisions

▼ lower



Customer service

▼ lower



Summary of core measures

Index scores



**Overall
Performance**



**Value for
money**



**Community
Consultation**



**Making
Community
Decisions**



**Sealed
Local
Roads**



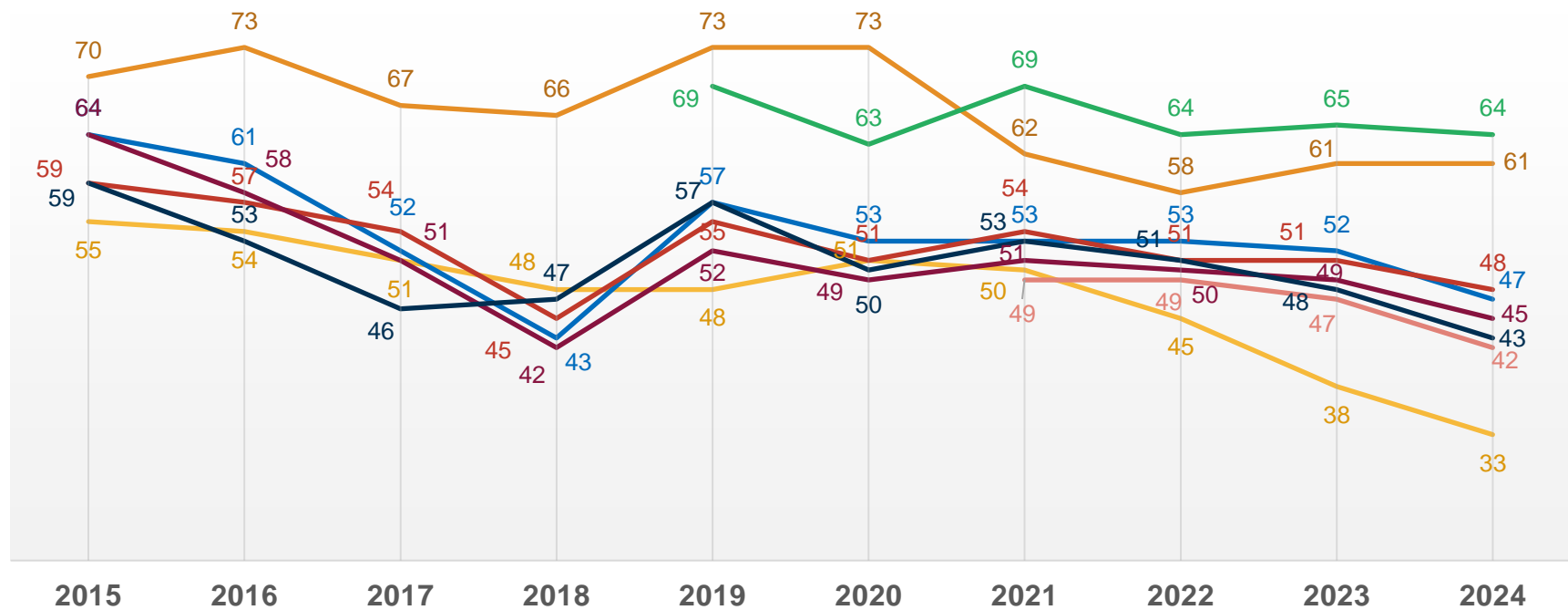
**Waste
management**



**Customer
Service**



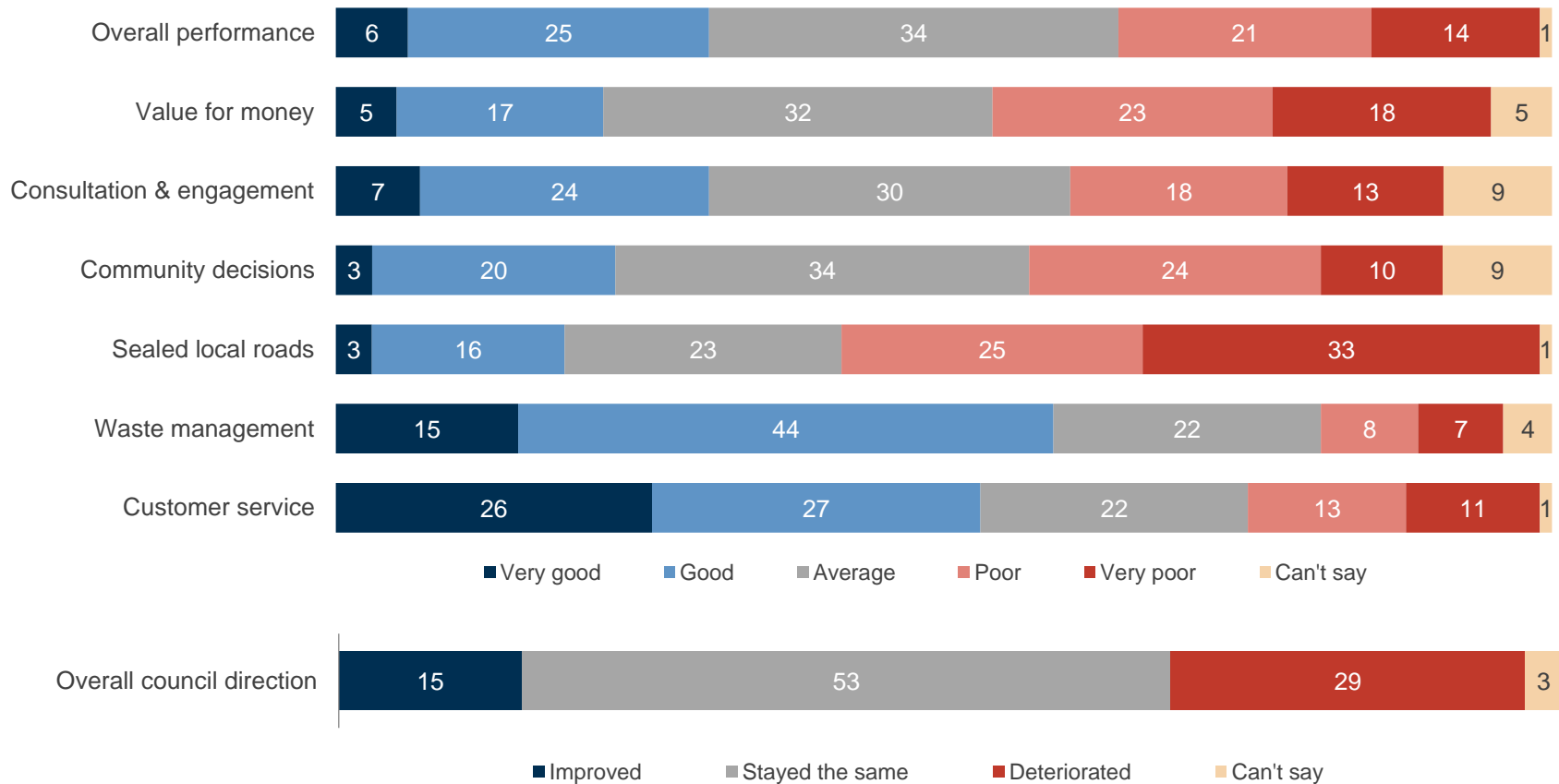
**Overall
Council
Direction**
















Summary of core measures

Core measures summary results (%)





Summary of Central Goldfields Shire Council performance

Services		Central Goldfields 2024	Central Goldfields 2023	Small Rural 2024	State-wide 2024	Highest score	Lowest score
	Overall performance	47	52	53	54	65+ years	35-49 years
	Value for money	42	47	47	48	65+ years	35-49 years
	Overall council direction	43	48	44	45	65+ years	35-49 years
	Customer service	61	61	66	67	18-34 years	35-49 years
	Appearance of public areas	67	67	71	68	18-34 years	35-49 years
	Waste management	64	65	67	67	18-34 years	35-49 years
	Informing the community	52	56	56	56	18-34 years	35-49 years
	Consultation & engagement	48	51	51	51	18-34 years	35-49 years
	Community decisions	45	49	50	50	65+ years	35-49 years
	Lobbying	45	48	50	50	18-34 years	50-64 years
	Sealed local roads	33	38	41	45	65+ years	35-49 years



Focus areas for the next 12 months

Overview

Perceptions of Council performance on the core measures of overall performance, value for money and overall council direction have declined significantly this year continuing a downward trend. Results for the individual service areas evaluated are mixed, with perceptions either remaining steady or in decline over the past year. Council rates highest in the appearance of public areas and waste management (index scores of 67 and 64 respectively). Sealed local roads is Council's lowest rated service area.

Opportunity to engage

Notably, across six of seven service areas, residents aged 35 to 49 years are the cohort that rate Council performance lowest (the exception is the service area of lobbying, where this cohort scores second-lowest). There is an opportunity to improve engagement with residents in this cohort, particularly because they are the cohort with the highest contact rate with Council (67%) yet provide the lowest customer service rating (index score of 54, declining a significant 15 index points from 2023).

Comparison to state and area grouping

When it comes to overall performance, Council's index score of 47 is significantly lower than both the State-wide and Small Rural group averages (index scores of 54 and 53 respectively). Council does not perform higher than either the State-wide or Small Rural average in any service area and performs significantly lower than both in six out of seven service areas. The only area where Council is in line with the State-wide average is appearance of public areas (index scores of 67 and 68 respectively).

Communication preferences differ by age

The top three preferences of residents aged 50 years and over for communication from Council are all the 'physical copy' options: a newsletter sent via mail (37%), advertising in a local newspaper (21%) and a newsletter as a local paper insert (14%). Residents aged under 50 years prefer social media (34%), followed by a newsletter via mail (26%) or email (16%). Ensuring Council communications use compatible channels to reach intended cohorts may assist to shore up performance in areas such as informing the community.

DETAILED FINDINGS

Overall performance



Overall performance

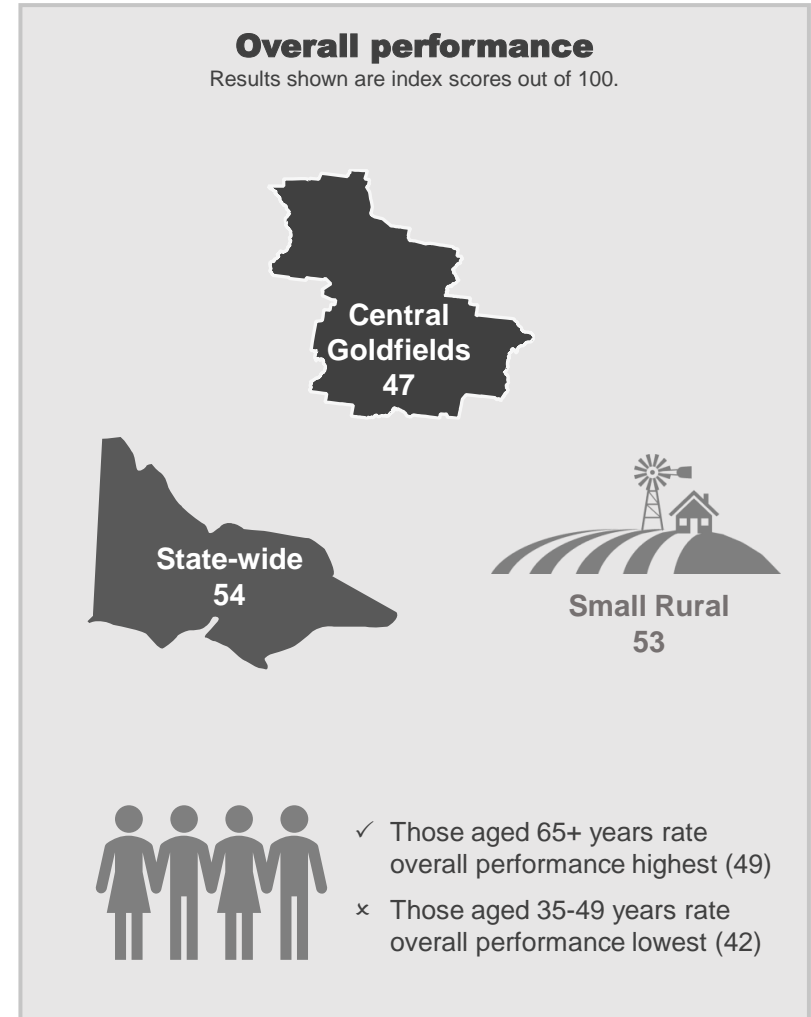
The overall performance index score of 47 for Central Goldfields Shire Council represents a significant five-point decline on the 2023 result, ending a four-year period of stability. The current result is the lowest since 2018.

Council is rated statistically significantly lower (at the 95% confidence interval) than both the State-wide and Small Rural group averages (index scores of 54 and 53 respectively). Overall performance ratings both State-wide and in the Small Rural group have experienced significant year on year declines, and are at their lowest point in a decade.

All demographic cohorts score either on par with or significantly lower than the 2023 result in their perceptions of Council's overall performance.

- Residents aged 65 years and over, and women, rate overall performance significantly lower compared to last year (index scores of 49 and 47, down six and seven index points, respectively).

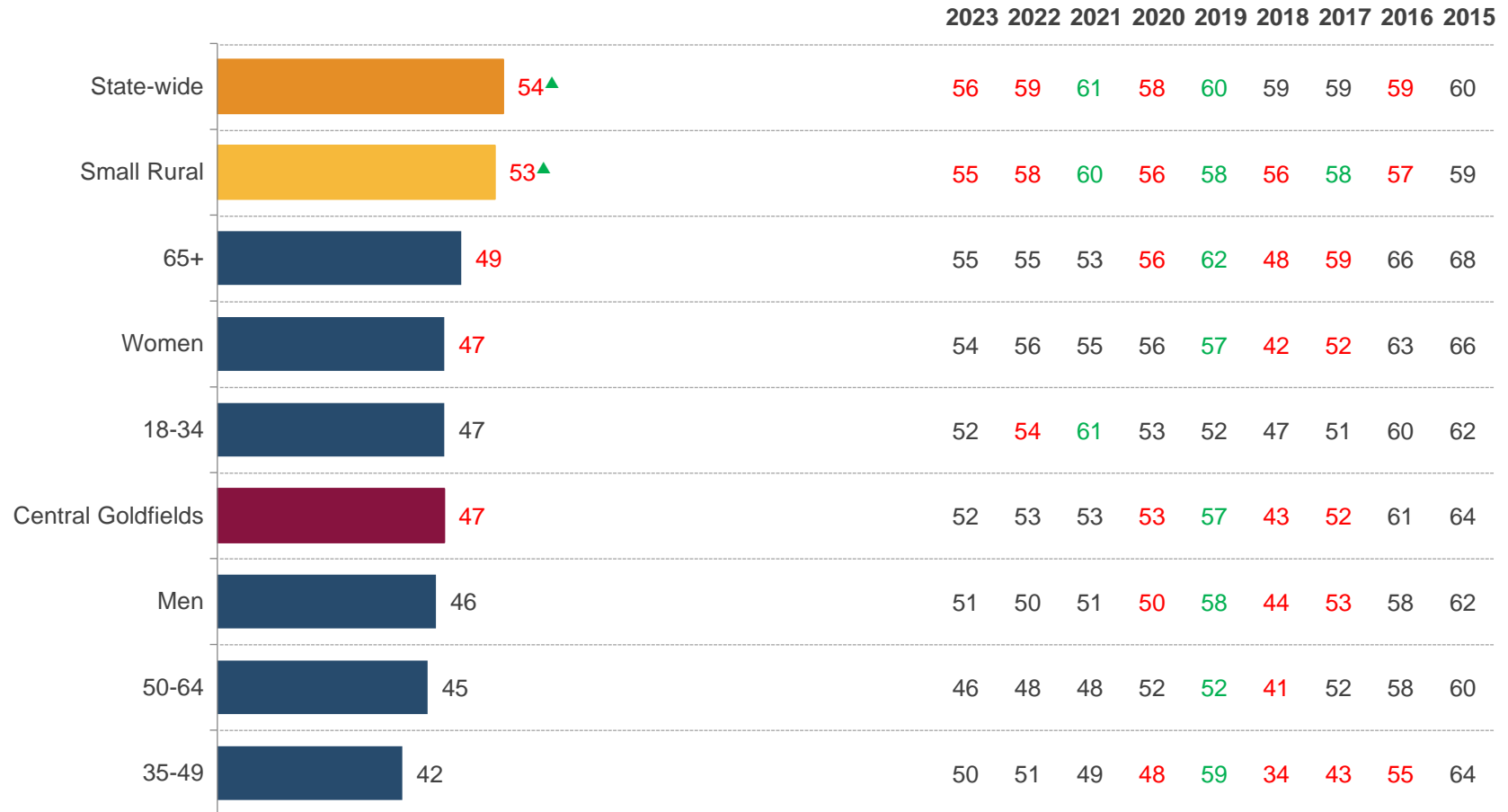
More than one in five residents (22%) rate the value for money they receive from Council in infrastructure and services provided to their community as 'very good' or 'good'. Almost twice as many rate it as 'very poor' or 'poor' (41%). A further 32% rate it as 'average'.





Overall performance

2024 overall performance (index scores)



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Central Goldfields Shire Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

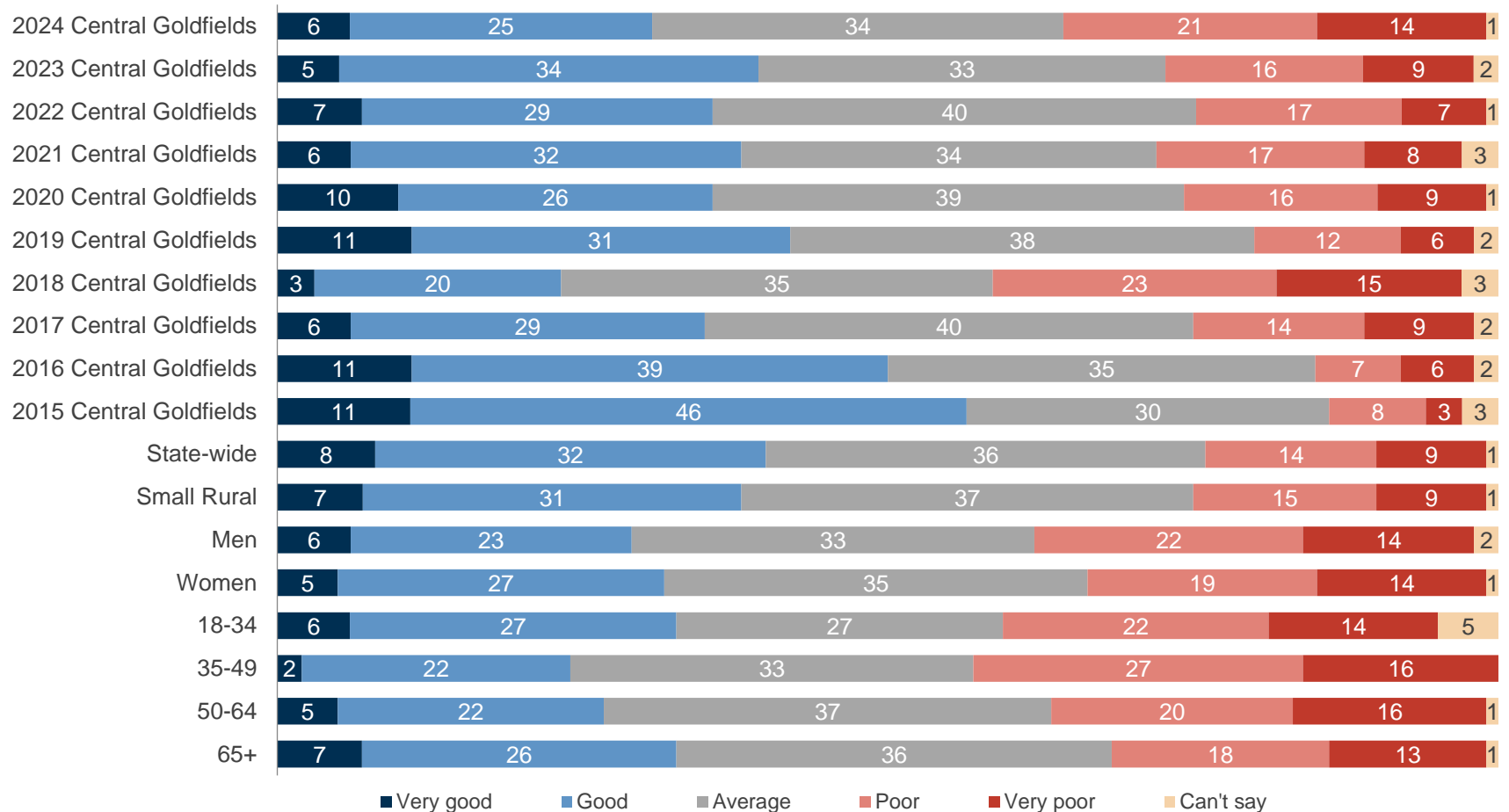
Base: All respondents. Councils asked State-wide: 62 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.



Overall performance

2024 overall performance (%)



44 of 232

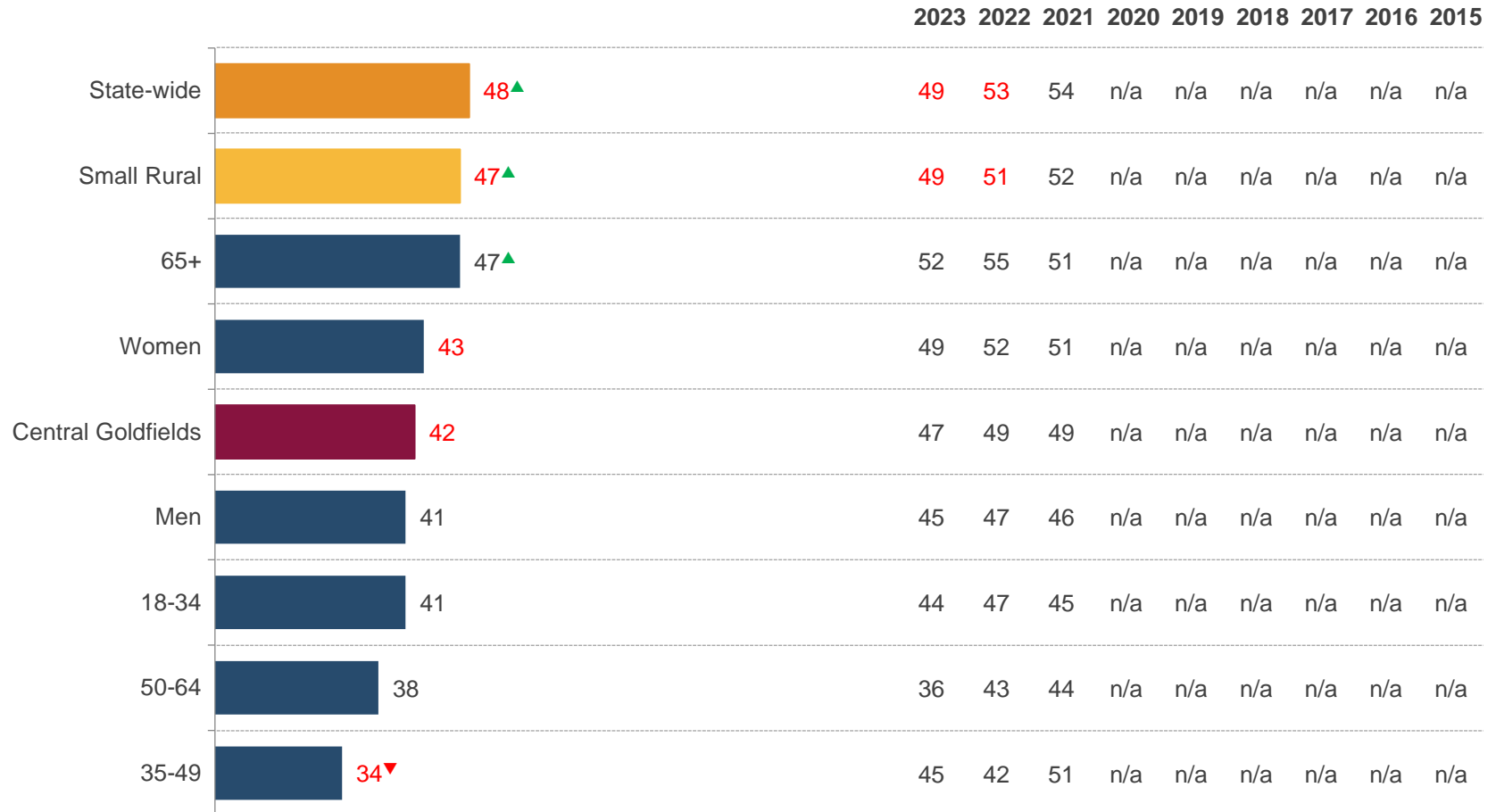
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Base: All respondents. Councils asked State-wide: 62 Councils asked group: 19



Value for money in services and infrastructure

2024 value for money (index scores)



Q3b. How would you rate Central Goldfields Shire Council at providing good value for money in infrastructure and services provided to your community?

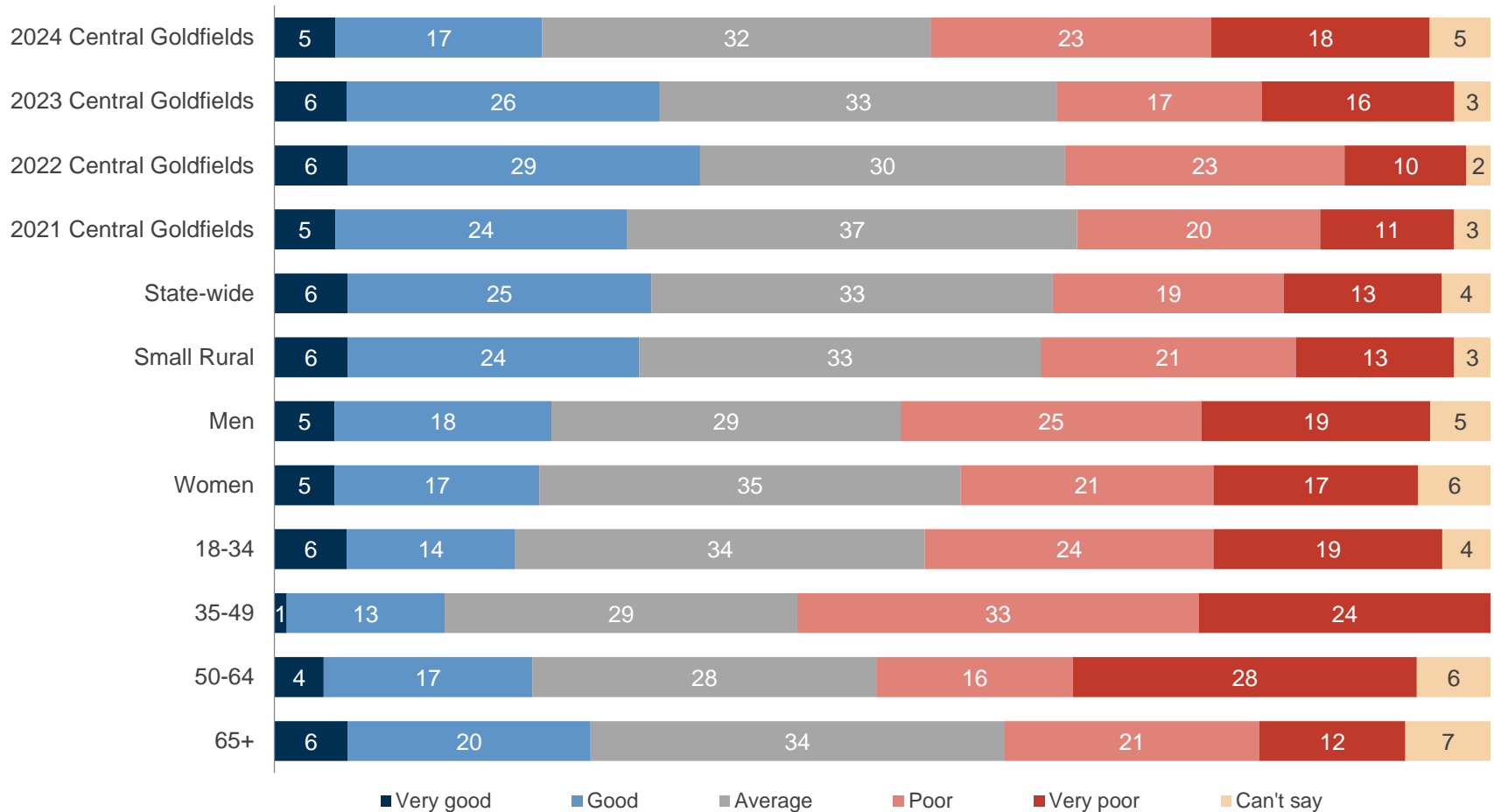
Base: All respondents. Councils asked State-wide: 61 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.



Value for money in services and infrastructure

2024 value for money (%)



46 of 232

Q3b. How would you rate Central Goldfields Shire Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked State-wide: 61 Councils asked group: 19



Top performing service areas

Appearance of public areas is the service area where Council performs best in 2024. The index score of 67, while consistent with the 2023 result, is the equal-lowest score Council has recorded for this service area across the five years it has been measured.

- Council performs in line with the State-wide average and significantly lower than the Small Rural group in this area (index scores of 68 and 71 respectively).

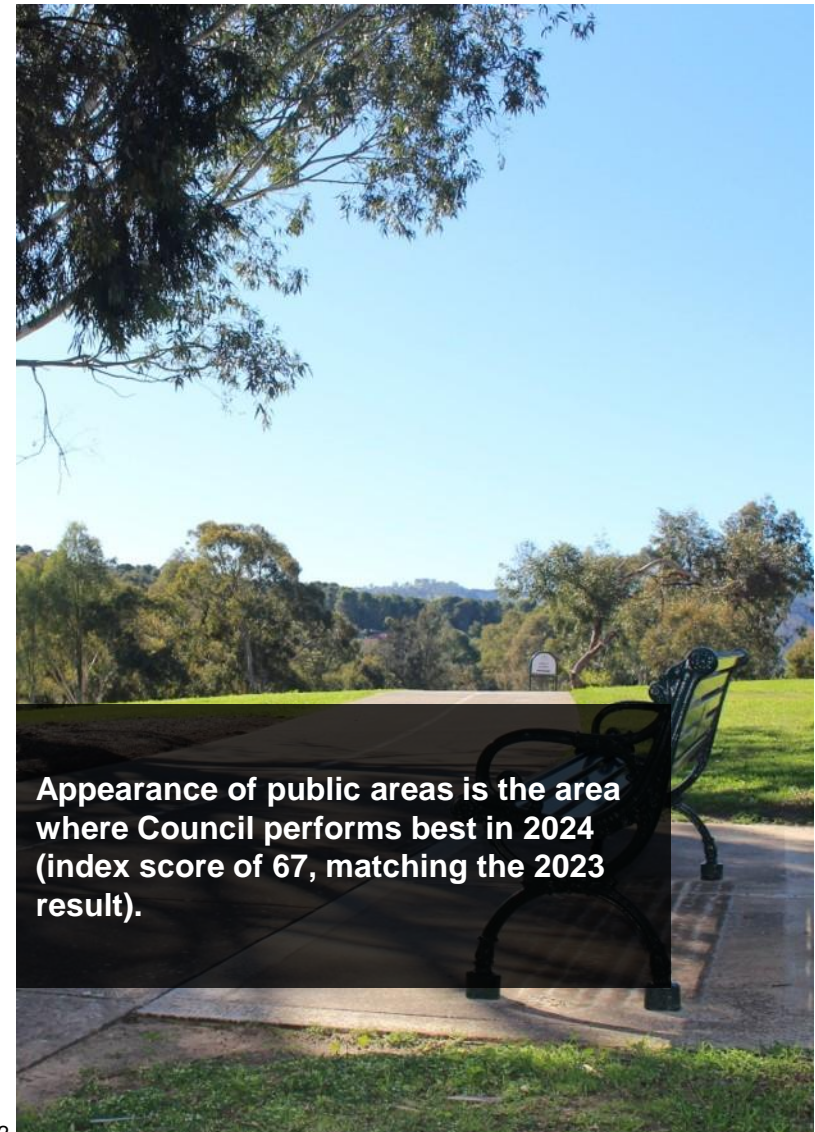
The next highest rated service areas for Council are:

- waste management (index score of 64)
- informing the community (index score of 52, down a significant four index points on 2023).

However, each of these are rated significantly lower than the State-wide and Small Rural group averages.

Residents aged 35 to 49 years rate all of the aforementioned service areas significantly lower than the Council average.

- In the area of informing the community, residents aged 18 to 34 years rate Council significantly higher than average.





Low performing service areas



Council is rated lowest in the area of sealed local roads (index score of 33), representing three years of successive significant decline, resulting in the lowest rating in 10 years. Council rates significantly lower than the Small Rural average (index score of 41). When asked what Council most needs to do to improve its performance, 27% of residents nominate sealed road maintenance.

The next-lowest rated service areas are lobbying and community decisions (index score of 45 for each).

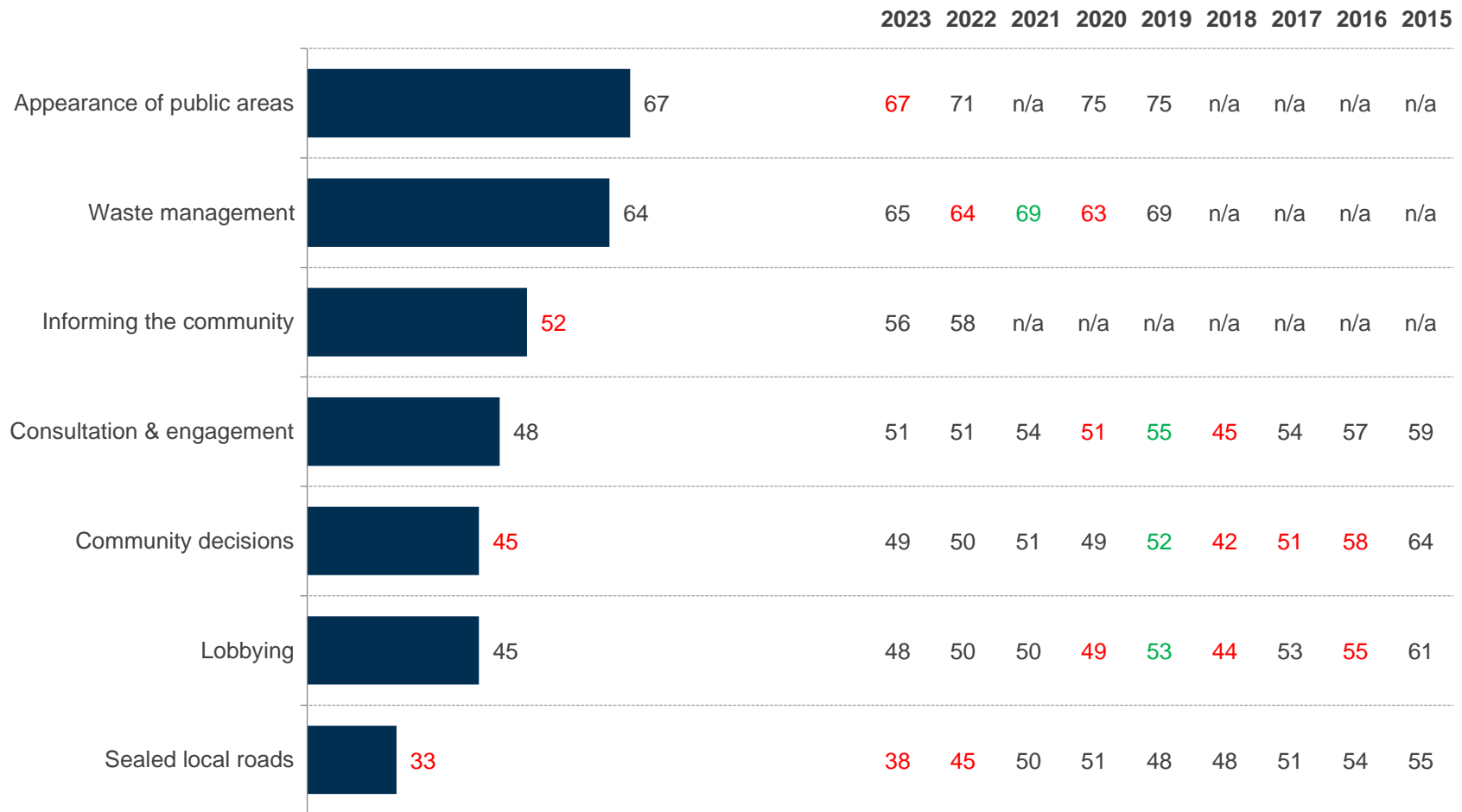
- In both of these service areas, Council performs significantly lower than the Small Rural group average.
- Residents aged 18 to 34 years (index score of 55) rate lobbying performance significantly higher than the Council average.

Perceptions of Council's efforts to make decisions in the interest of the community declined significantly this year, reaching a decade long low point.



Individual service area performance

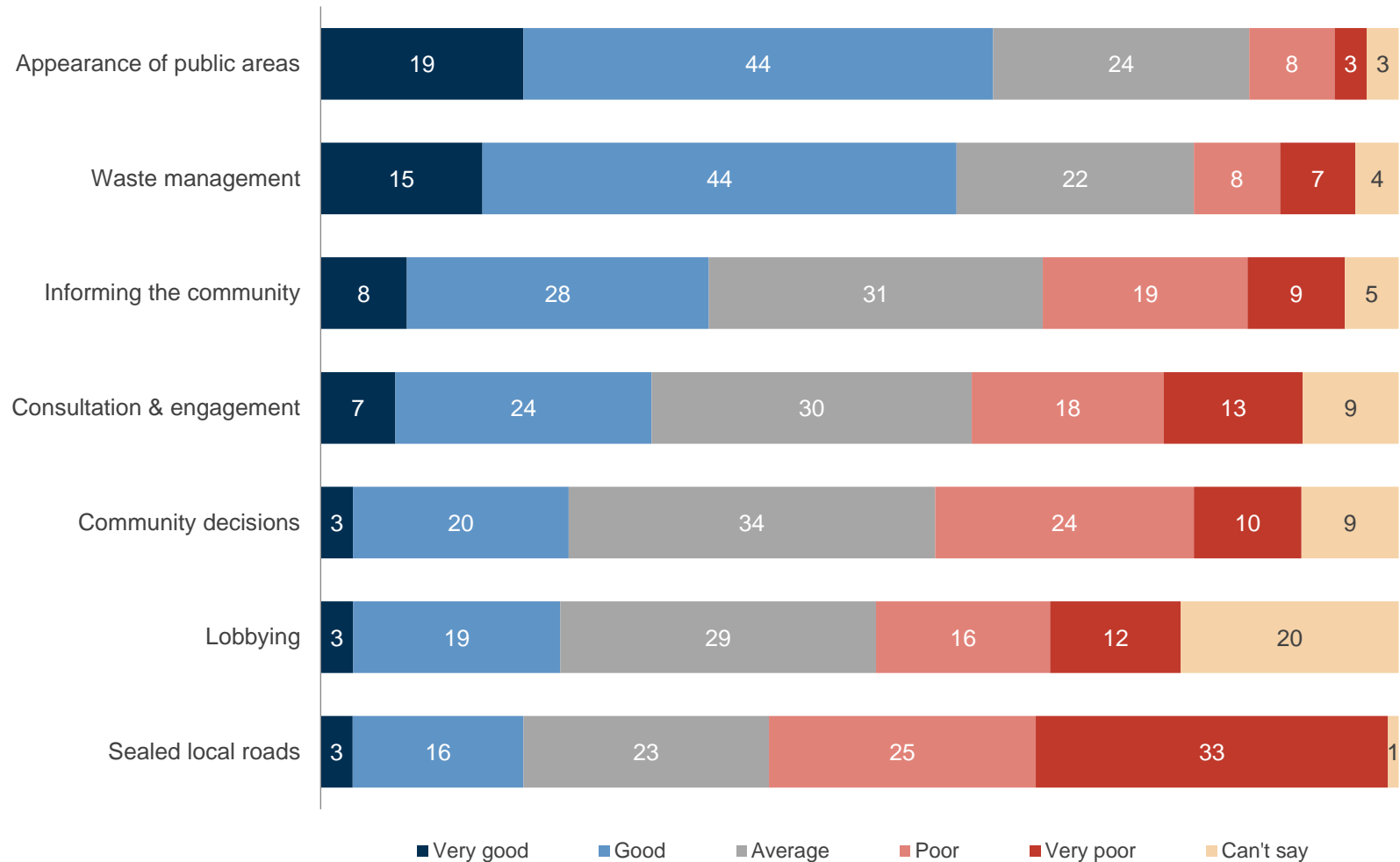
2024 individual service area performance (index scores)





Individual service area performance

2024 individual service area performance (%)

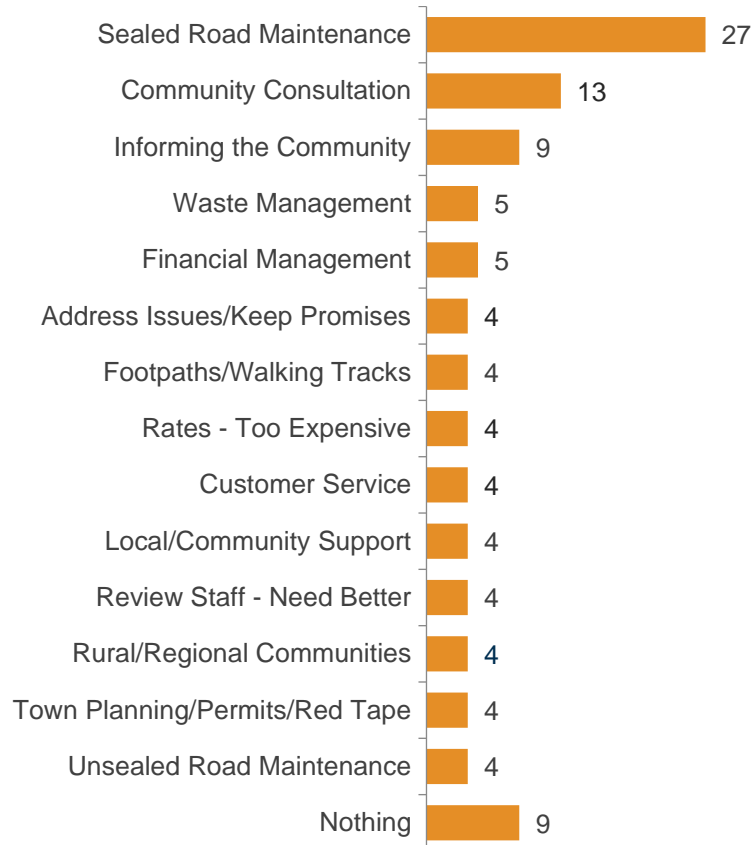


50 of 232



Areas for improvement

2024 areas for improvement (%) - Top mentions only -



51 of 232

Q17. What does Central Goldfields Shire Council MOST need to do to improve its performance?

Base: All respondents. Councils asked State-wide: 49 Councils asked group: 14

A verbatim listing of responses to this question can be found in the accompanying dashboard.

Customer service



Contact with council and customer service

Contact with council

Almost six in 10 Council residents (59%) have had contact with Council in the last 12 months. Rate of contact has been relatively stable over time.

- Residents aged 35 to 49 years have the highest rate of contact with Council, at 67%, an increase of 15 percentage points on last year.
- Council's average rate of contact is significantly lower than the Small Rural group average (65%).



Among those residents who have had contact with Council, 53% provide a positive customer service rating of 'very good' or 'good', including 26% who rate Council's customer service as 'very good'.

Customer service

Council's customer service index of 59 is not significantly different from 2023. Perceptions of customer service have been largely stable in recent years, but remain lower than that seen prior to the significant decline that occurred in 2021. Council has yet to recover.

Customer service is rated significantly lower than the State-wide and Small Rural group averages (index scores of 67 and 66 respectively).

- Residents aged 35 to 49 years are the only cohort to provide a significantly lower rating than they did last year (index score of 54, down 14 points). This is of some concern, as this is the age group that has had the highest level of contact with Council.

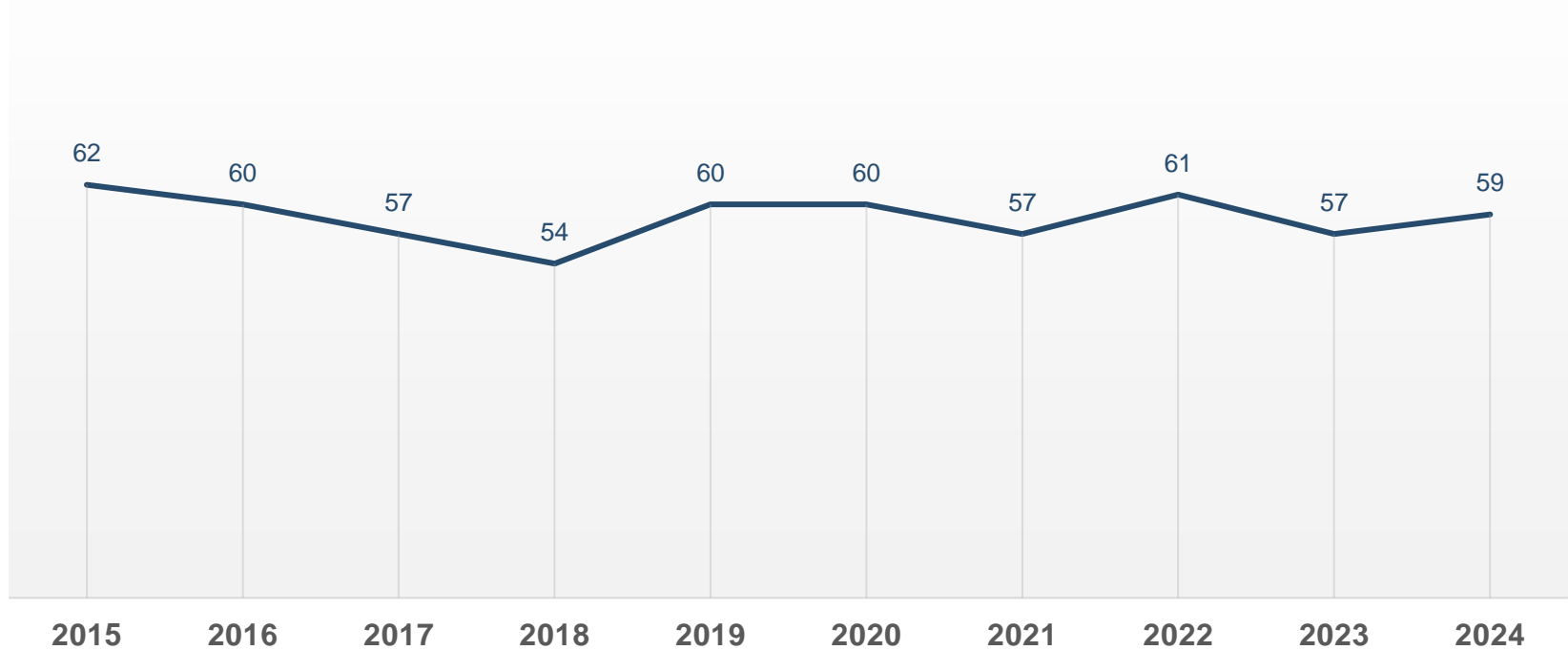
Over half of residents (53%) provide a positive customer service rating of 'very good' or 'good'.

- Less than a quarter of residents (24%) provide a negative customer service rating of 'poor' or 'very poor'.
- A further 22% provide an 'average' rating for Council's customer service.



Contact with council

2024 contact with council (%) Have had contact



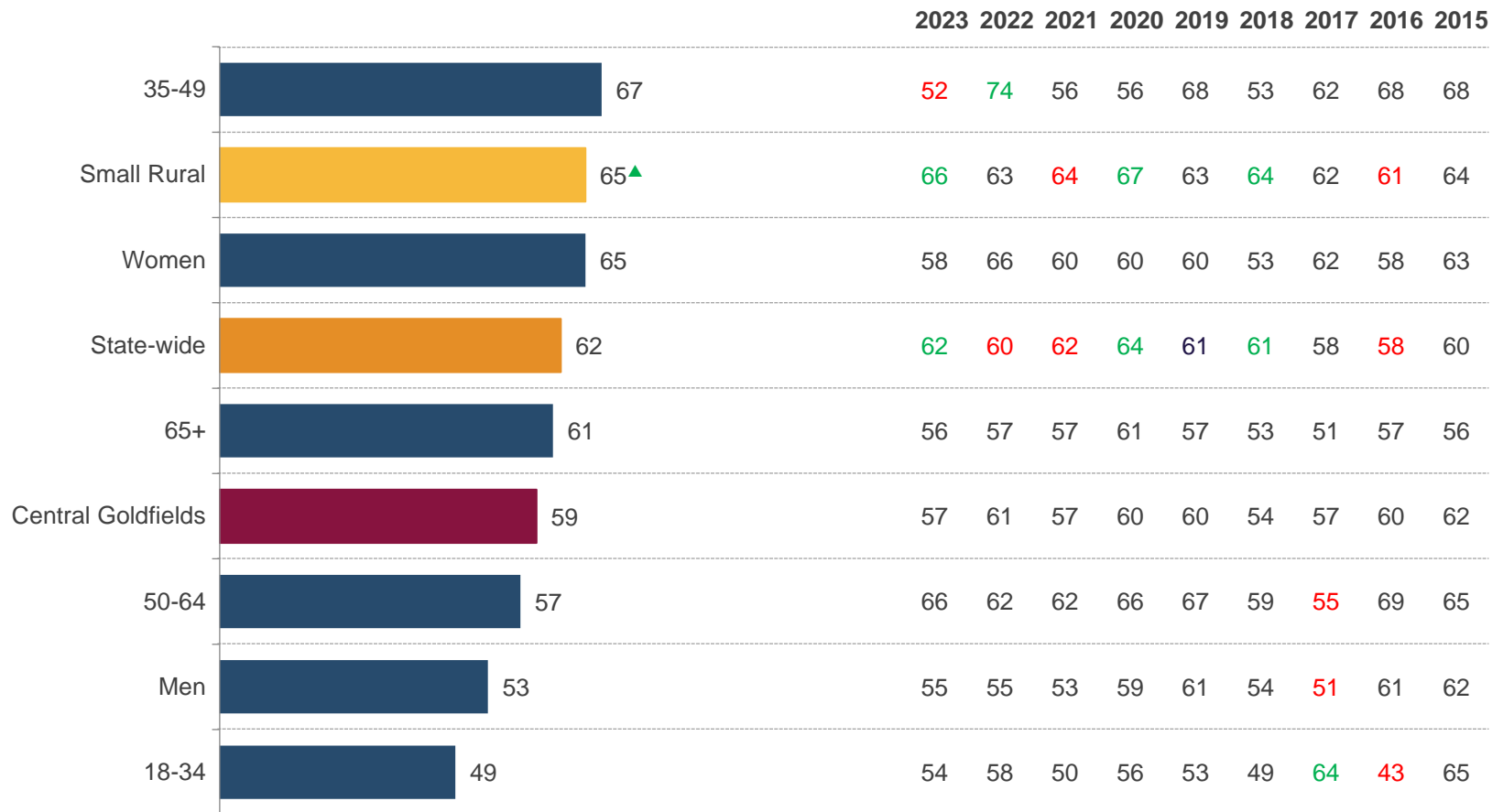
Q5. Over the last 12 months, have you or any member of your household had any contact with Central Goldfields Shire Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked State-wide: 36 Councils asked group: 15



Contact with council

2024 contact with council (%)



Q5. Over the last 12 months, have you or any member of your household had any contact with Central Goldfields Shire Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

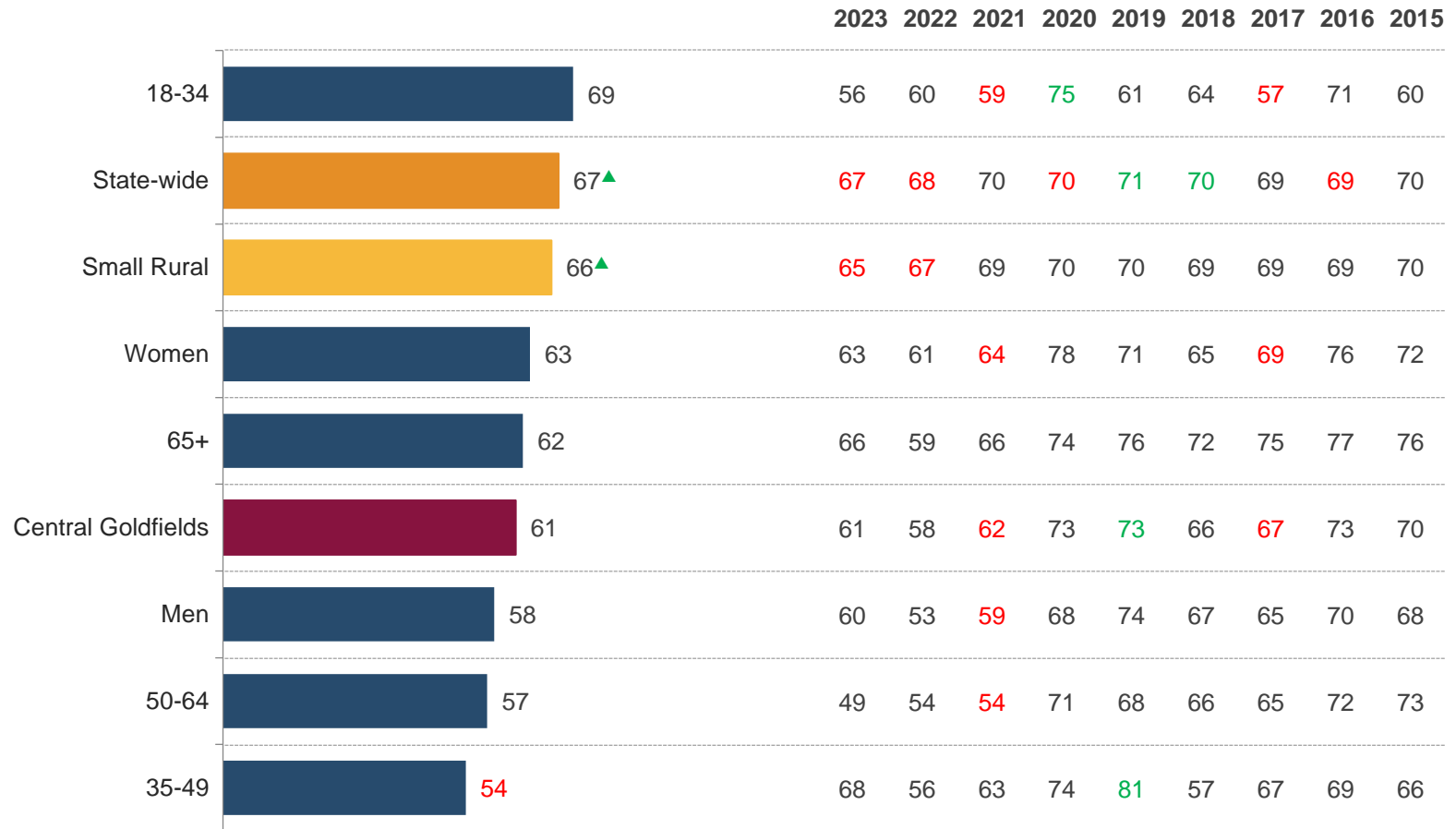
Base: All respondents. Councils asked State-wide: 36 Councils asked group: 15

Note: Please see Appendix A for explanation of significant differences.



Customer service rating

2024 customer service rating (index scores)



Q5c. Thinking of the most recent contact, how would you rate Central Goldfields Shire Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

56 of 232

Base: All respondents who have had contact with Council in the last 12 months.

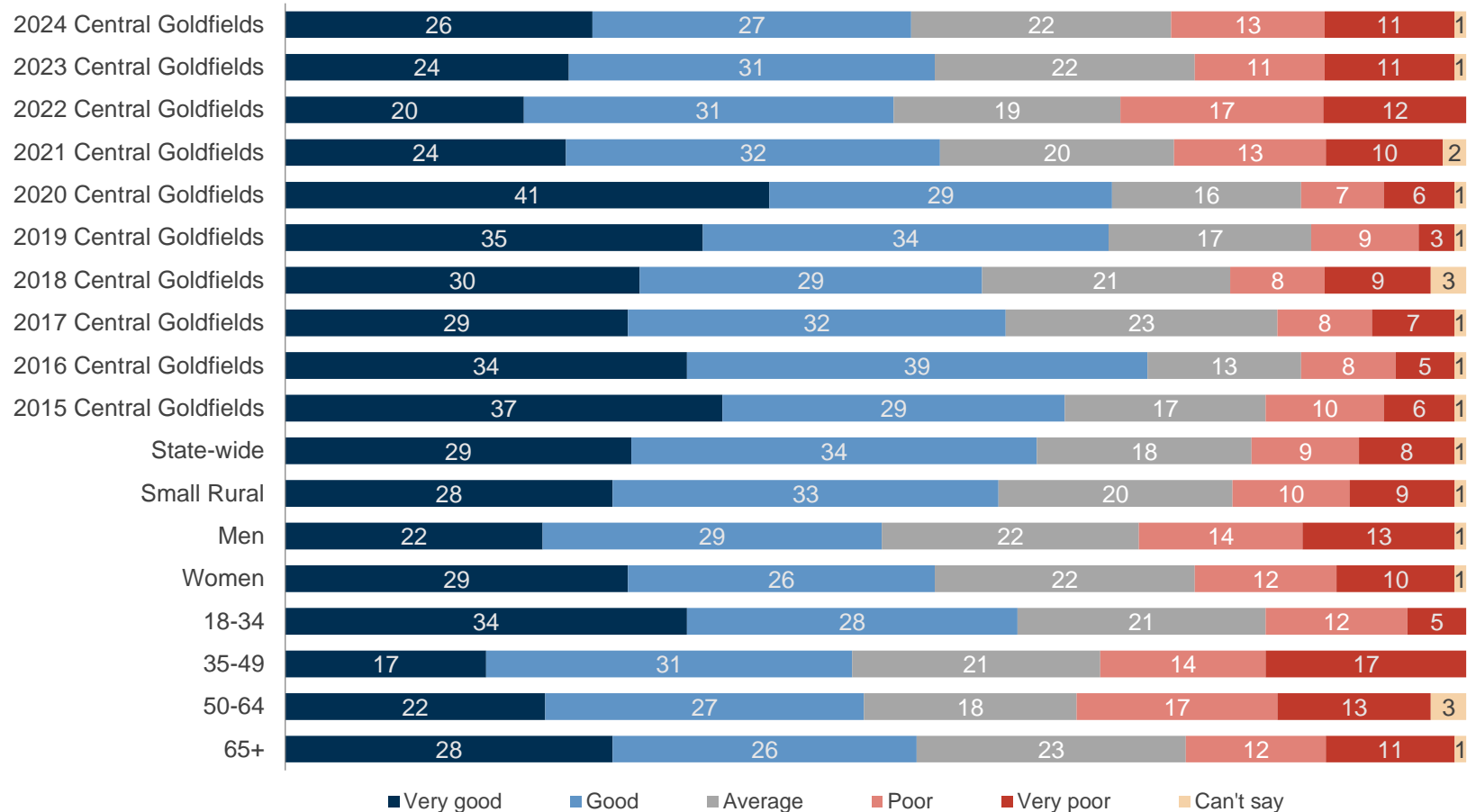
Councils asked State-wide: 62 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.



Customer service rating

2024 customer service rating (%)



Q5c. Thinking of the most recent contact, how would you rate Central Goldfields Shire Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked State-wide: 62 Councils asked group: 19

Communication



Communication

Council residents' preferred form of communication from Council about news and information and upcoming events is a newsletter sent via mail (33%).

The next preferred form of communication from Council – for the first time placing this high, both in terms of percentage and ranking – is social media (18%, up from 13% in 2023).

The greatest change since 2023 has been a decline in preference for receiving Council communication via advertising in a local newspaper (16%, down 12 percentage points from 28% in 2023). Despite this, it is still the third preferred form of communication (and is almost on par with preference for social media).

- The preferred form of communication among residents under 50 years of age is social media (34%, trending up and at the highest level recorded) – now ahead of a Council newsletter sent via mail (26%).
- The preferred form of communication among those aged 50 years or older is a Council newsletter sent via mail (37%, up from 28% in 2023), ahead of advertising in a local newspaper (21%).
- Interestingly, the three 'physical copy' options all place in the top three preferences for those aged 50 years or older.





Best form of communication

2024 best form of communication (%)



Advertising in
a Local
Newspaper



Council
Newsletter
via Mail



Council
Newsletter
via Email



Council
Newsletter as
Local Paper Insert



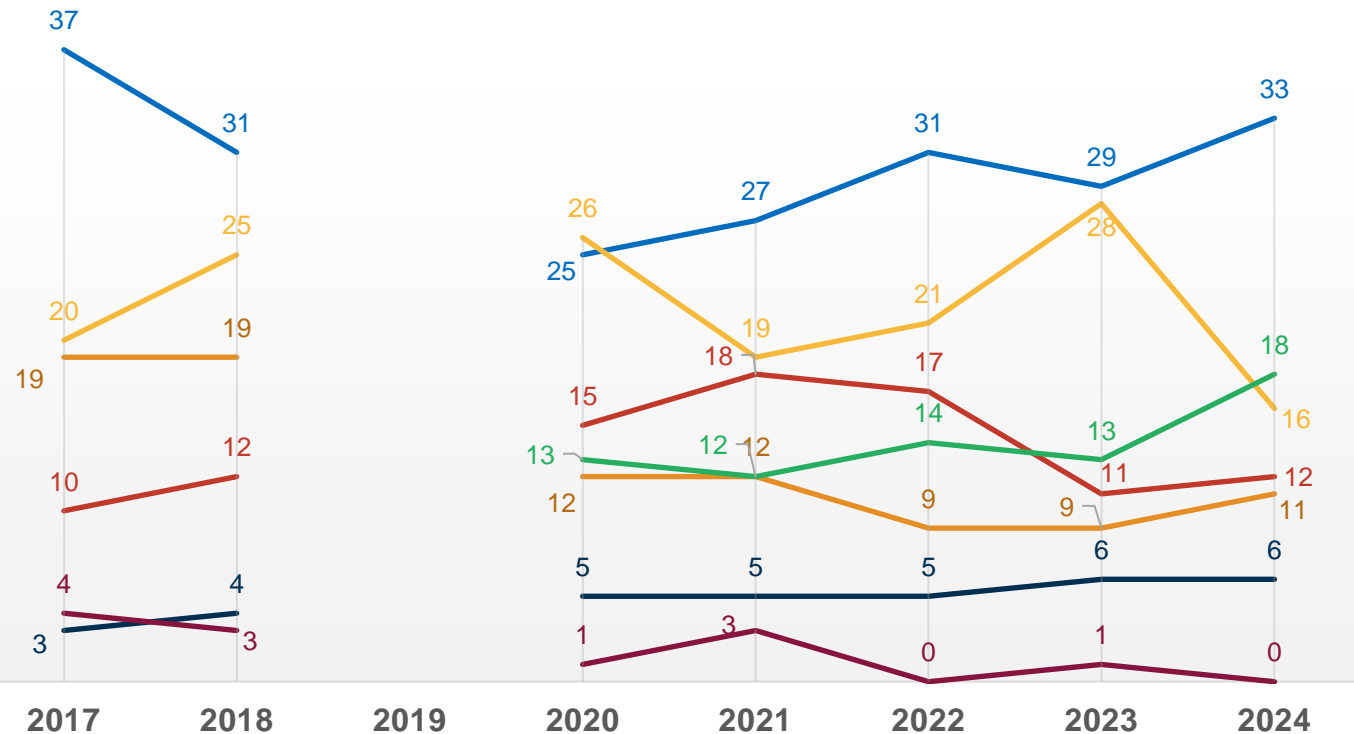
Council
Website



Text
Message



Social
Media



Q13. If Central Goldfields Shire Council was going to get in touch with you to inform you about Council events and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

Base: All respondents. Councils asked State-wide: 38 Councils asked group: 11
Note: 'Social Media' was included in 2019.



Best form of communication: under 50s

2024 under 50s best form of communication (%)



Advertising in
a Local
Newspaper



Council
Newsletter
via Mail



Council
Newsletter
via Email



Council
Newsletter as
Local Paper Insert



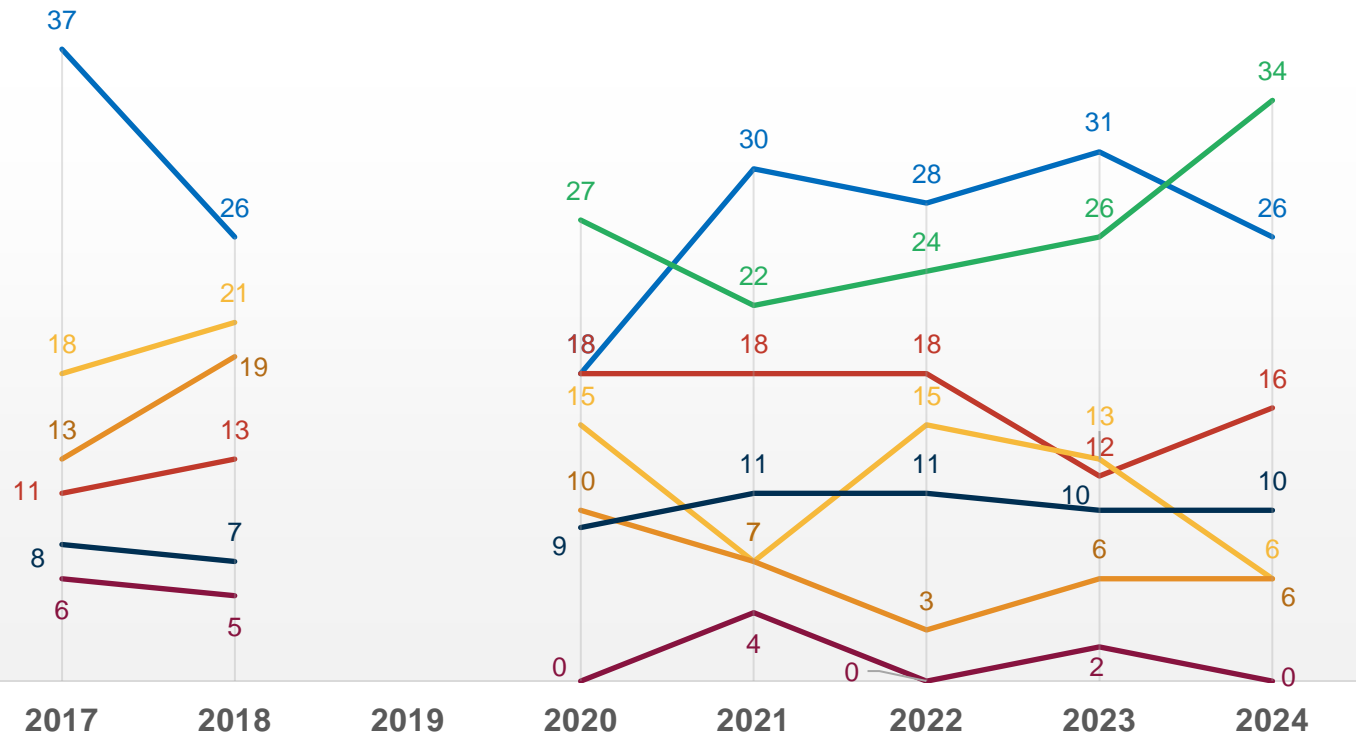
Council
Website



Text
Message



Social
Media



Q13. If Central Goldfields Shire Council was going to get in touch with you to inform you about Council events and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

Base: All respondents aged under 50. Councils asked State-wide: 38 Councils asked Group: 11

Note: 'Social Media' was included in 2019.



Best form of communication: 50+ years

2024 50+ years best form of communication (%)



Advertising in
a Local
Newspaper



Council
Newsletter
via Mail



Council
Newsletter
via Email



Council
Newsletter as
Local Paper Insert



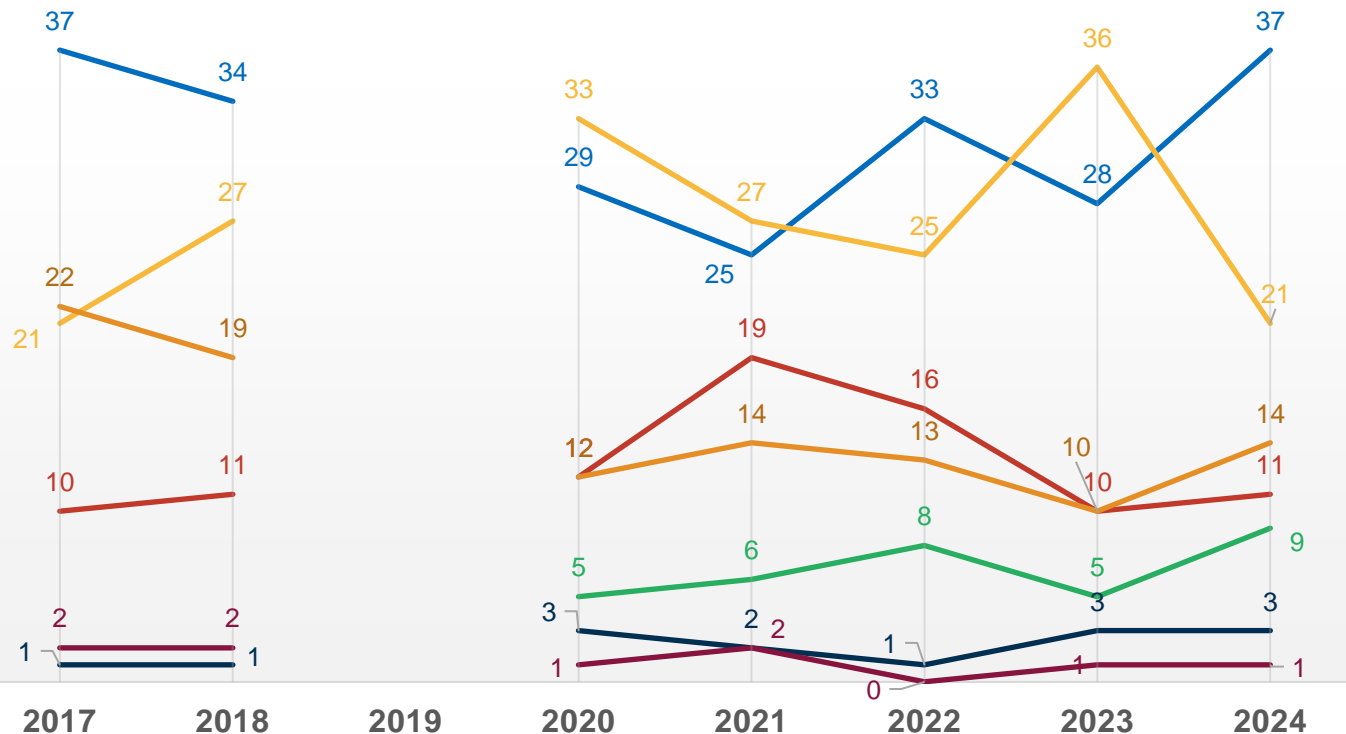
Council
Website



Text
Message



Social
Media



Q13. If Central Goldfields Shire Council was going to get in touch with you to inform you about Council events and information and upcoming events, which ONE of the following is the BEST way to communicate with you?

Base: All respondents aged 50+ years. Councils asked State-wide: 38 Councils asked group: 11

Note: 'Social Media' was included in 2019.

Council direction



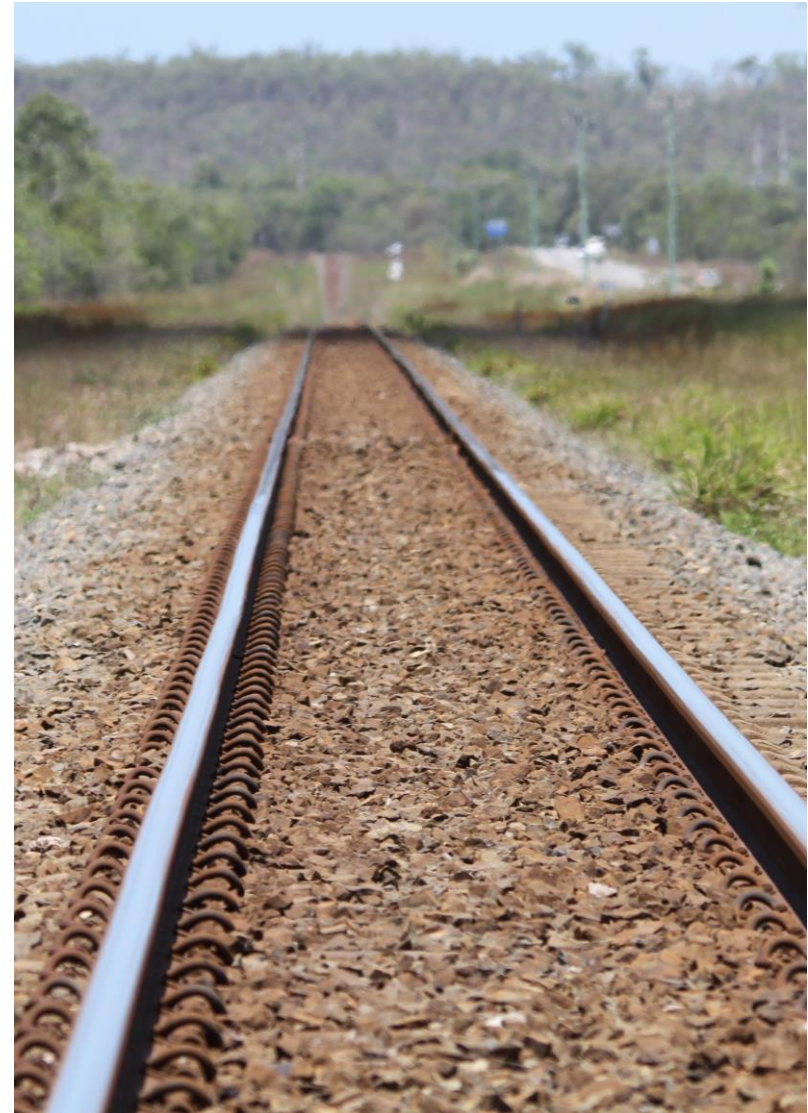
Council direction

When it comes to direction of Council's overall performance, 53% of residents believe it has stayed the same.

- Only 15% of residents believe the Council's overall direction has improved (down three percentage points on 2023) in the last 12 months.
- More residents believe it has deteriorated (29%, up seven percentage points on 2023).

No significant differences are found among residents from different demographic groups compared to the Council average (index score of 43), which is in line with the State-wide and Small Rural averages (index scores of 45 and 44 respectively). However, Council's result is significantly lower than the 2023 result (down five points from 48).

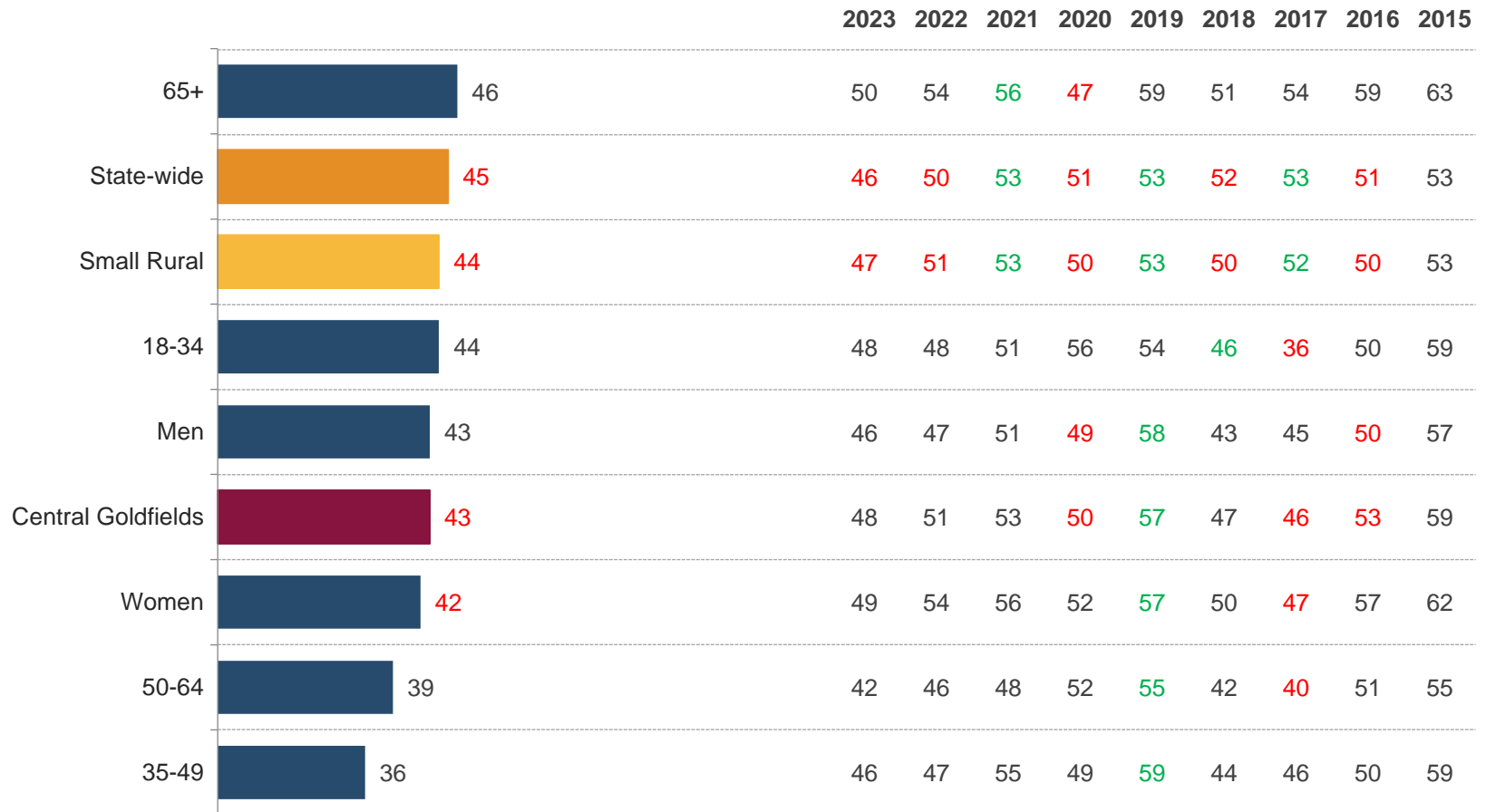
- The most satisfied with council direction are residents aged 65 years or older and 18 to 34 years (index scores of 46 and 44 respectively).
- The least satisfied with council direction are residents aged 35 to 49 years and 50 to 64 years (index scores of 36 and 39 respectively).
- Women (index score of 42) are the only cohort where perceptions of Council direction is significantly down on the 2023 result (down seven index points).





Overall council direction last 12 months

2024 overall council direction (index scores)



65 of 232

Q6. Over the last 12 months, what is your view of the direction of Central Goldfields Shire Council's overall performance?

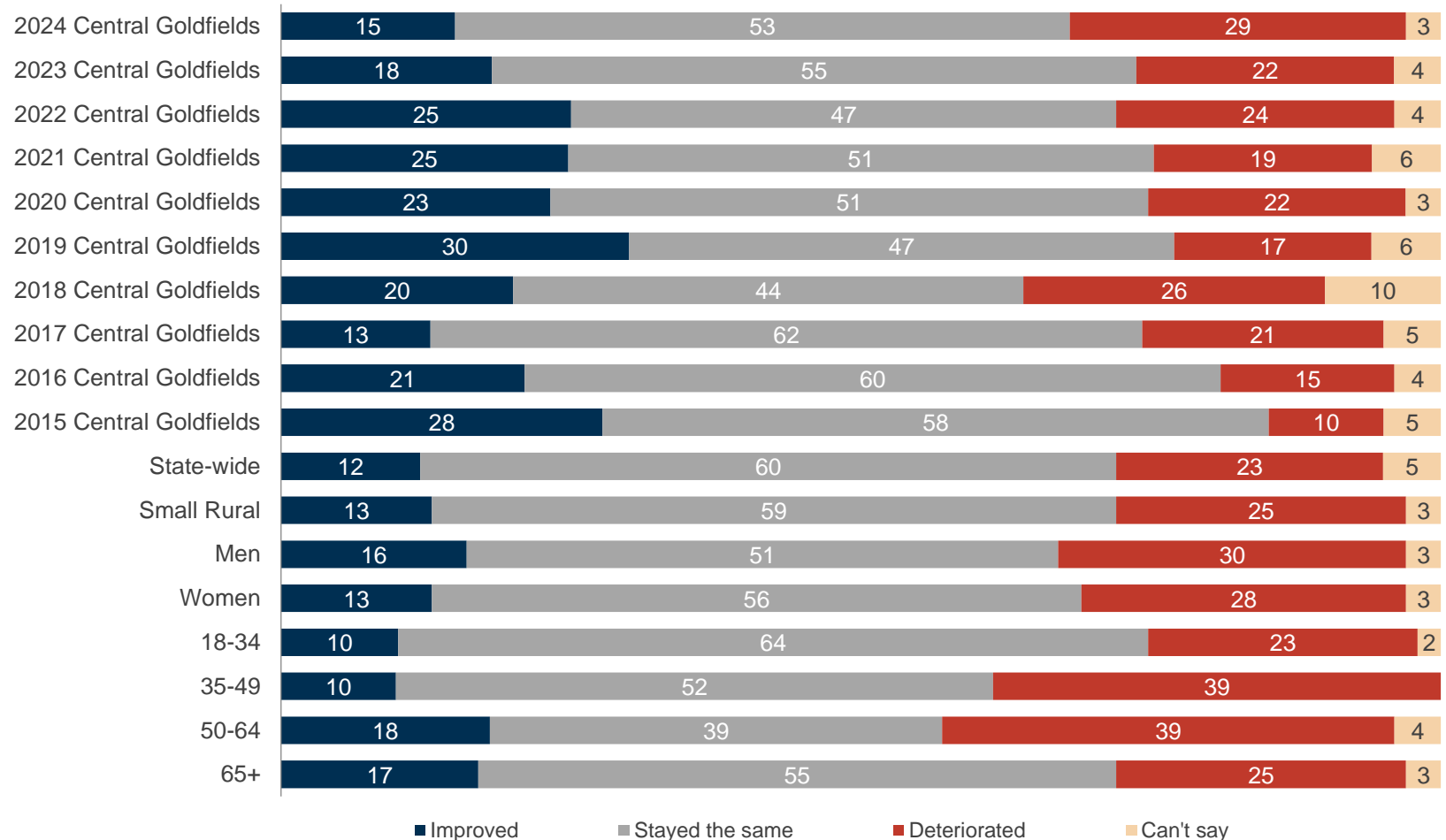
Base: All respondents. Councils asked State-wide: 62 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.



Overall council direction last 12 months

2024 overall council direction (%)



66 of 232

Individual service areas



Community consultation and engagement performance



2024 consultation and engagement performance (index scores)

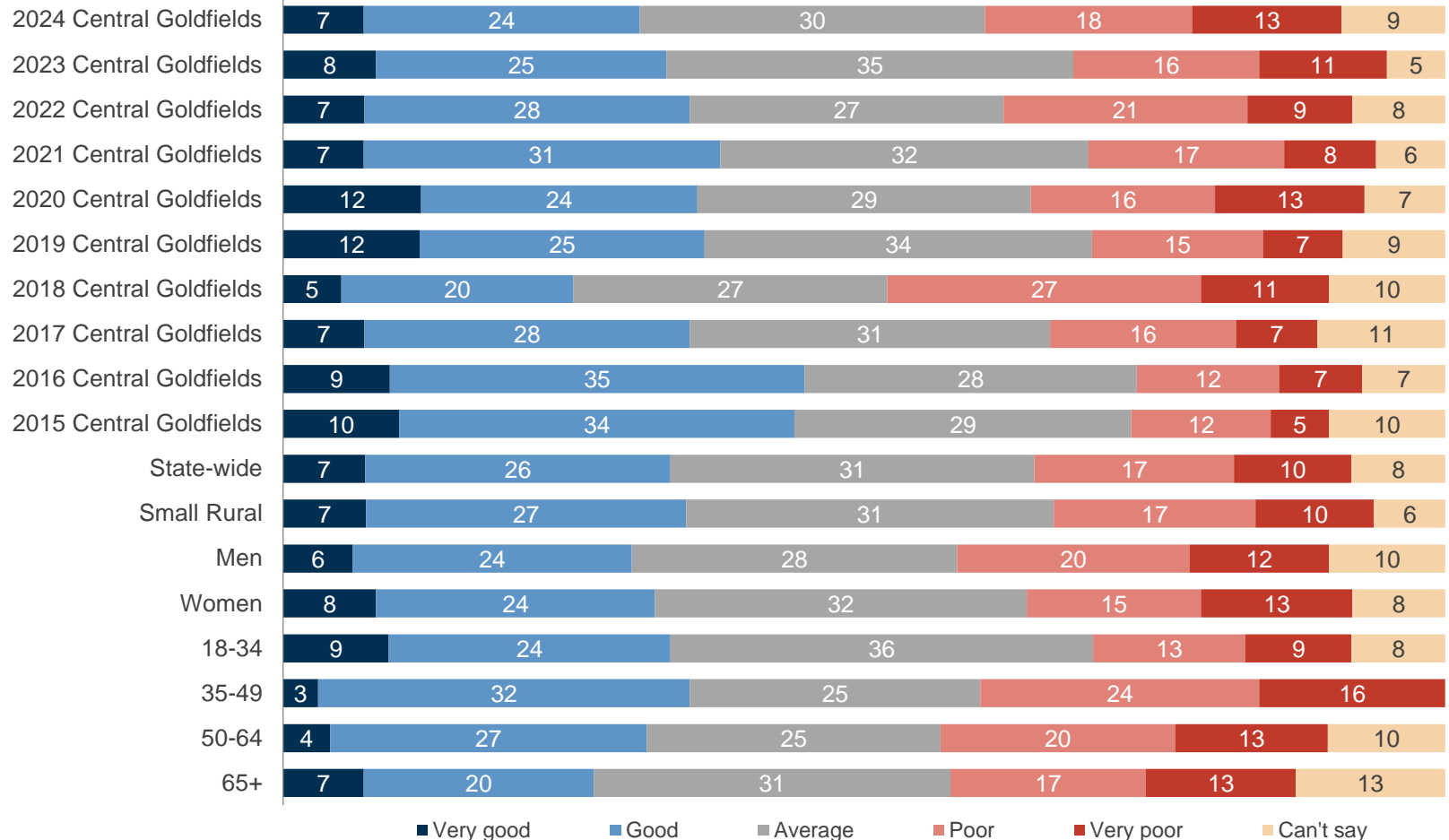
		2023	2022	2021	2020	2019	2018	2017	2016	2015
18-34	53	49	50	58	54	52	42	56	58	60
Small Rural	51▲	53	54	56	54	56	54	55	55	56
State-wide	51▲	52	54	56	55	56	55	55	54	56
Women	49	51	56	57	56	57	45	53	61	61
Central Goldfields	48	51	51	54	51	55	45	54	57	59
65+	48	53	53	54	56	58	52	58	60	63
Men	48	51	46	50	47	54	44	54	54	56
50-64	47	47	46	48	47	50	39	49	53	52
35-49	46	51	51	53	44	60	42	50	58	60



Community consultation and engagement performance



2024 consultation and engagement performance (%)



69 of 232

Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?

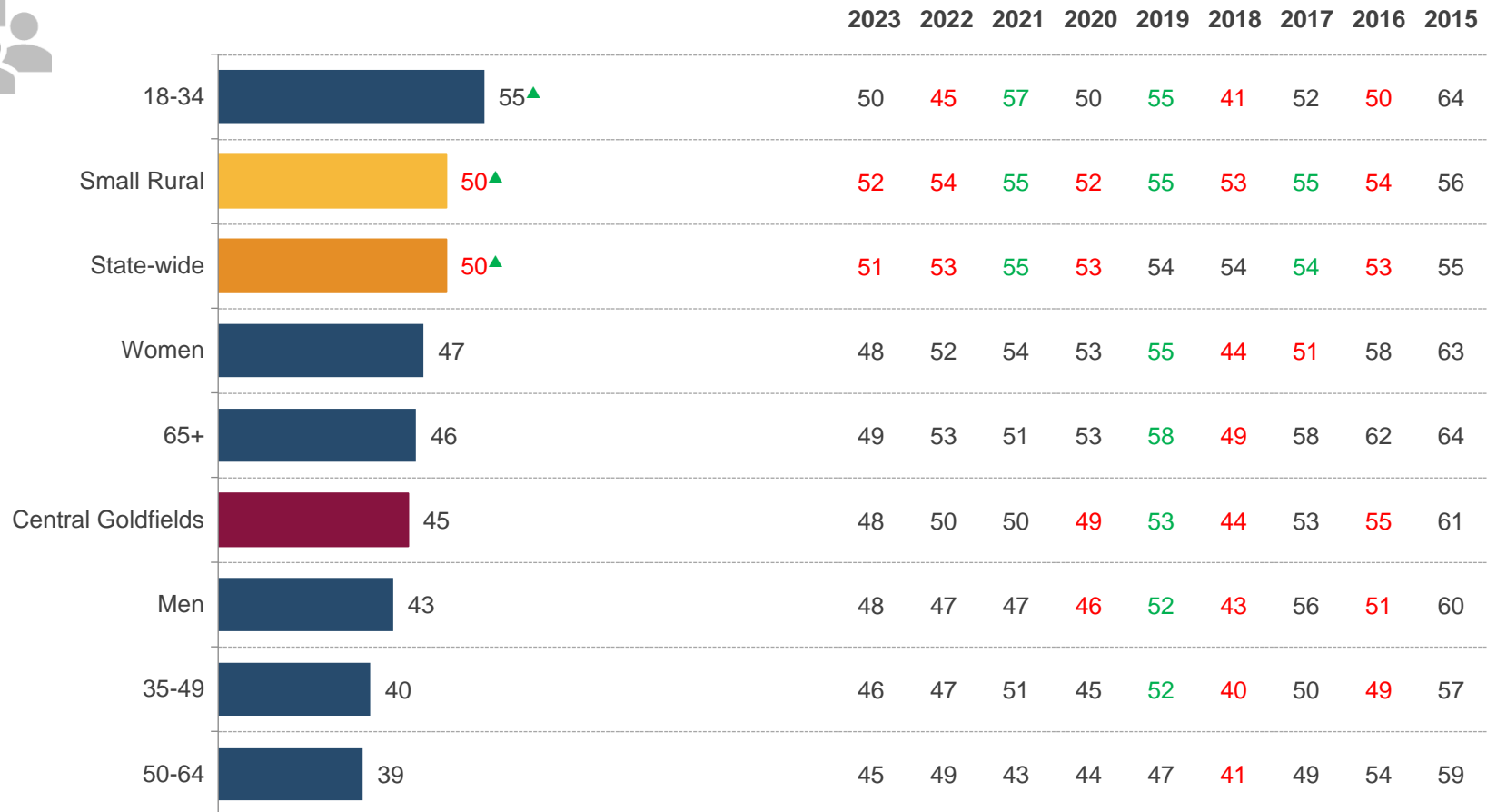
Base: All respondents. Councils asked State-wide: 62 Councils asked group: 19



Lobbying on behalf of the community performance



2024 lobbying performance (index scores)



70 of 232

Q2. How has Council performed on 'Lobbying on behalf of the community' over the last 12 months?

Base: All respondents. Councils asked State-wide: 46 Councils asked group: 14

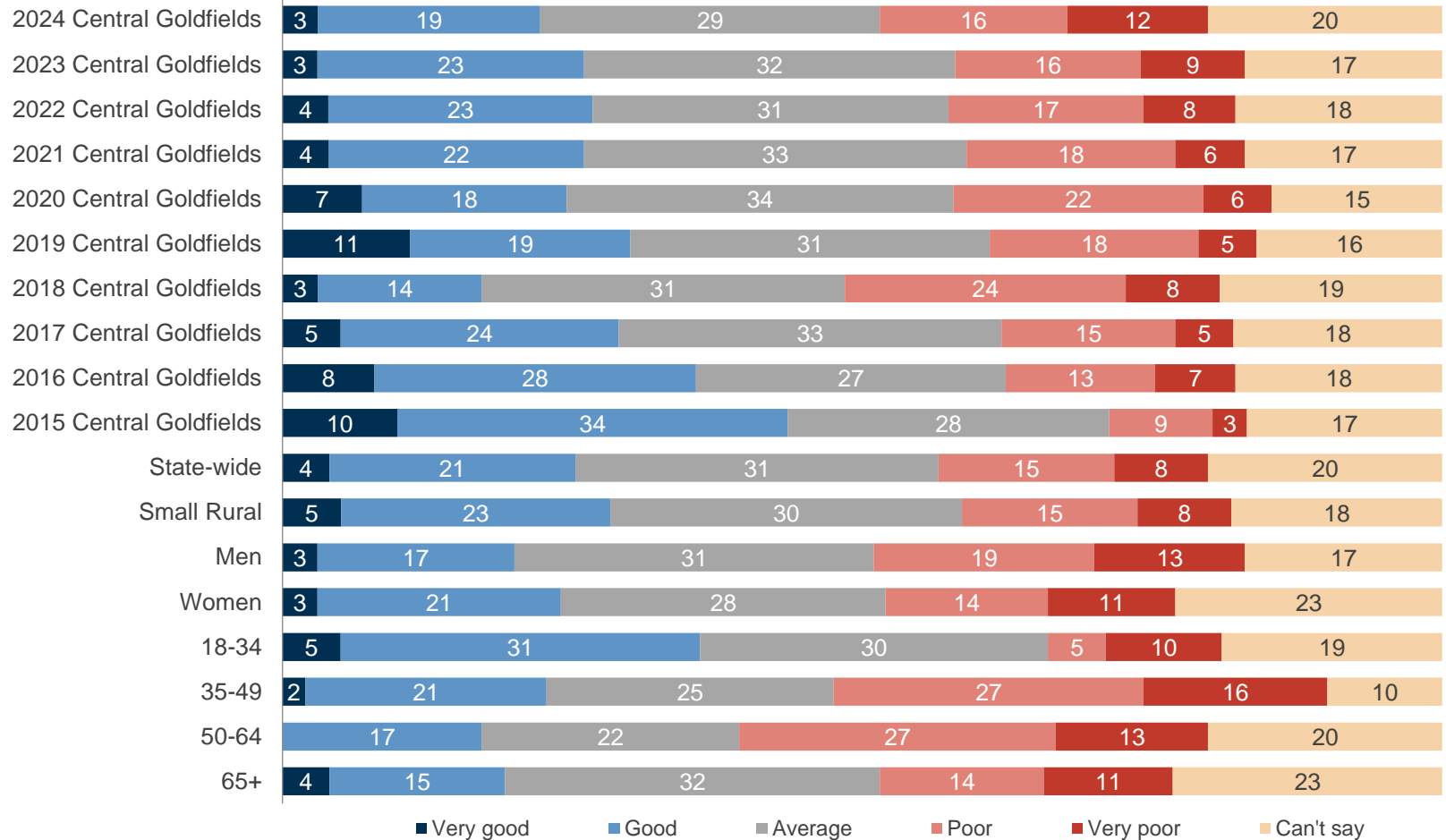
Note: Please see Appendix A for explanation of significant differences.



Lobbying on behalf of the community performance



2024 lobbying performance (%)

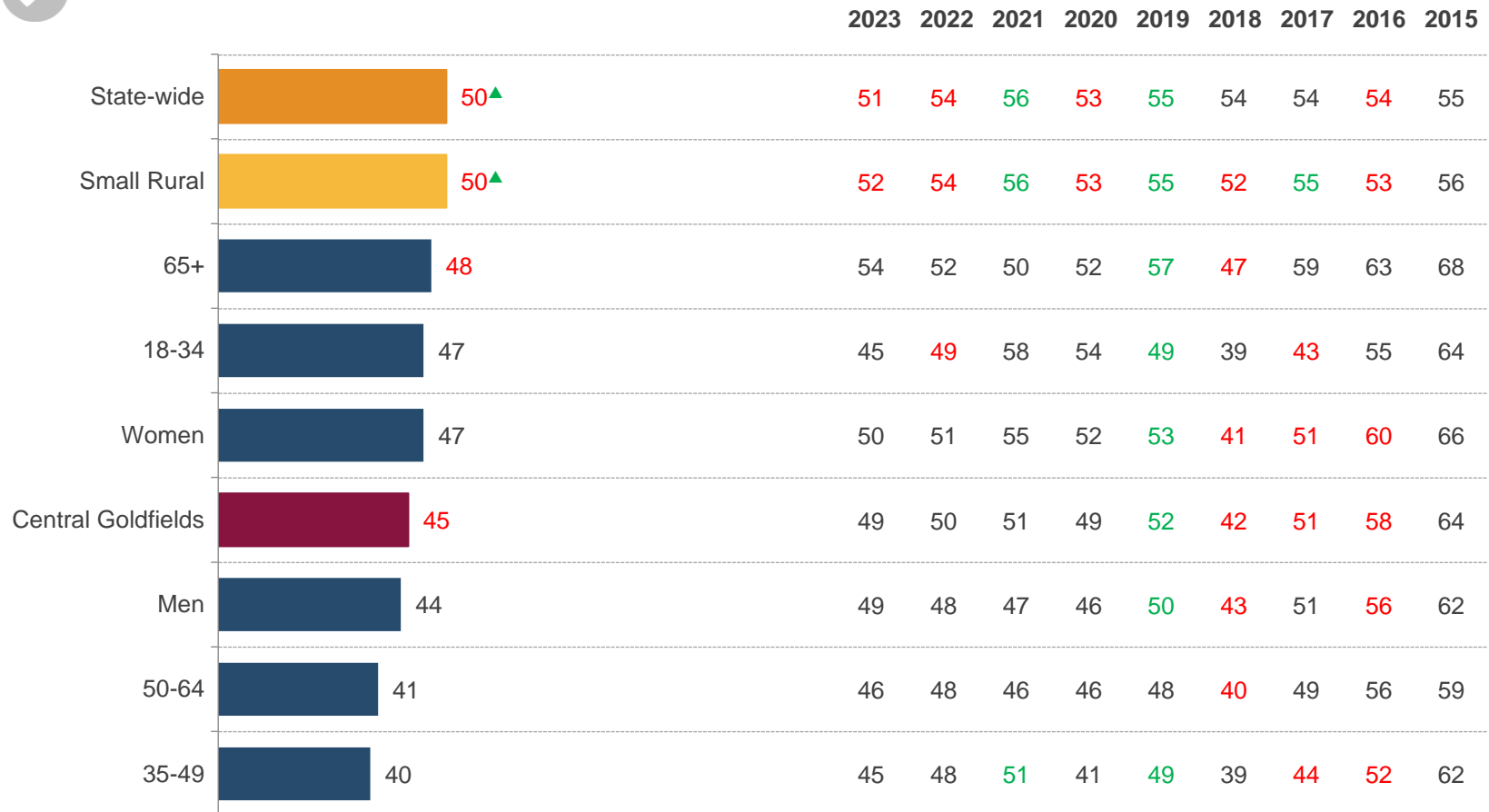


Decisions made in the interest of the community performance

23 JULY 2024 COUNCIL MEETING AGENDA



2024 community decisions made performance (index scores)



72 of 232

Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

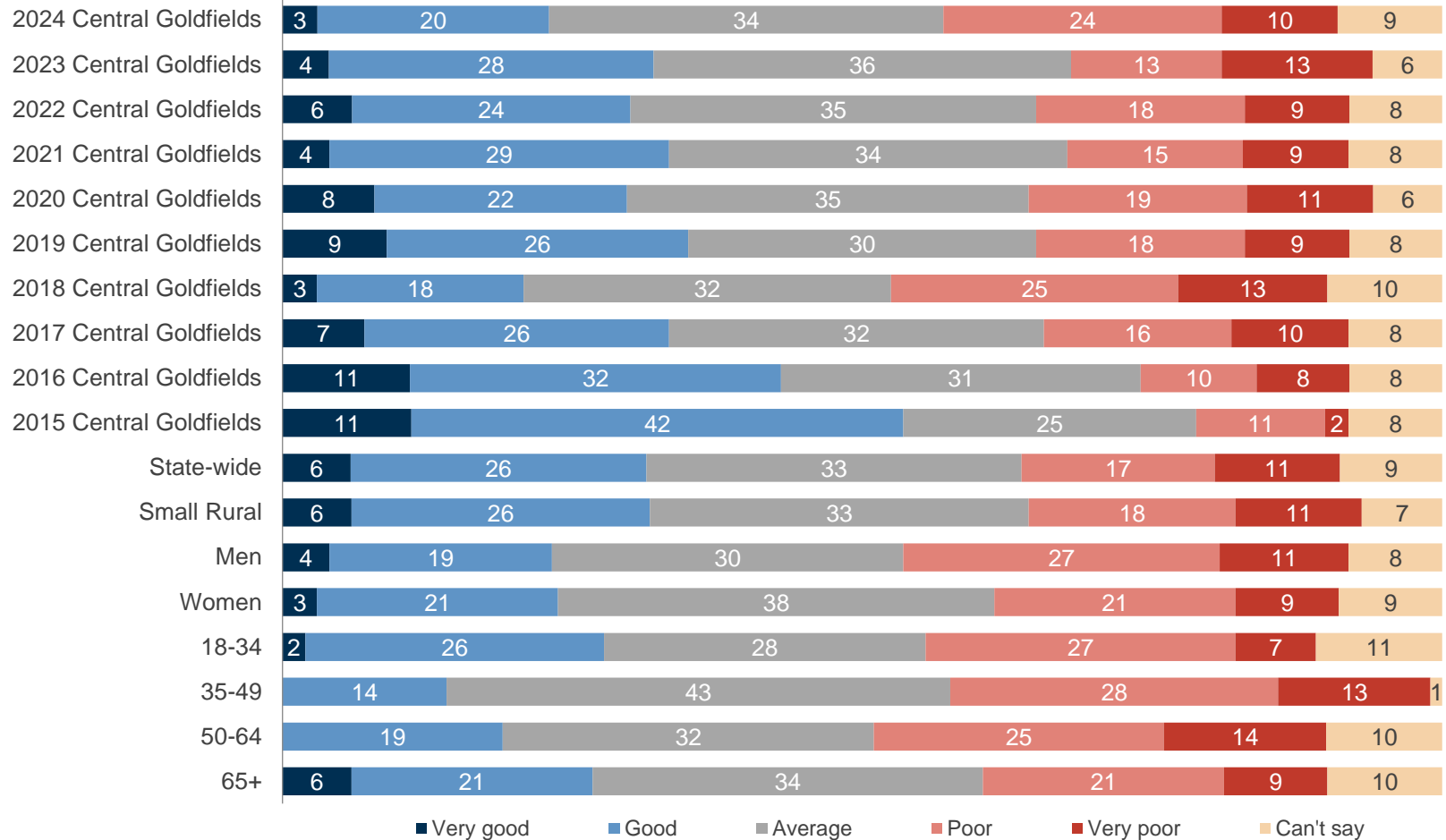
Base: All respondents. Councils asked State-wide: 62 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.

Decisions made in the interest of the community performance



2024 community decisions made performance (%)



73 of 232

The condition of sealed local roads in your area performance

23 JULY 2024 COUNCIL MEETING AGENDA



2024 sealed local roads performance (index scores)

		2023	2022	2021	2020	2019	2018	2017	2016	2015
State-wide	45▲	48	53	57	54	56	53	53	54	55
Small Rural	41▲	44	50	53	51	53	49	50	52	52
65+	36	45	50	54	57	57	55	56	61	62
Men	35	37	44	50	48	49	47	51	51	55
Central Goldfields	33	38	45	50	51	48	48	51	54	55
50-64	32	28	38	45	46	46	44	49	50	49
Women	30	38	46	51	53	48	49	52	57	55
18-34	29	32	42	47	47	40	47	56	51	45
35-49	27	32	43	49	44	42	41	42	51	60

74 of 232

Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

Base: All respondents. Councils asked State-wide: 62 Councils asked group: 19

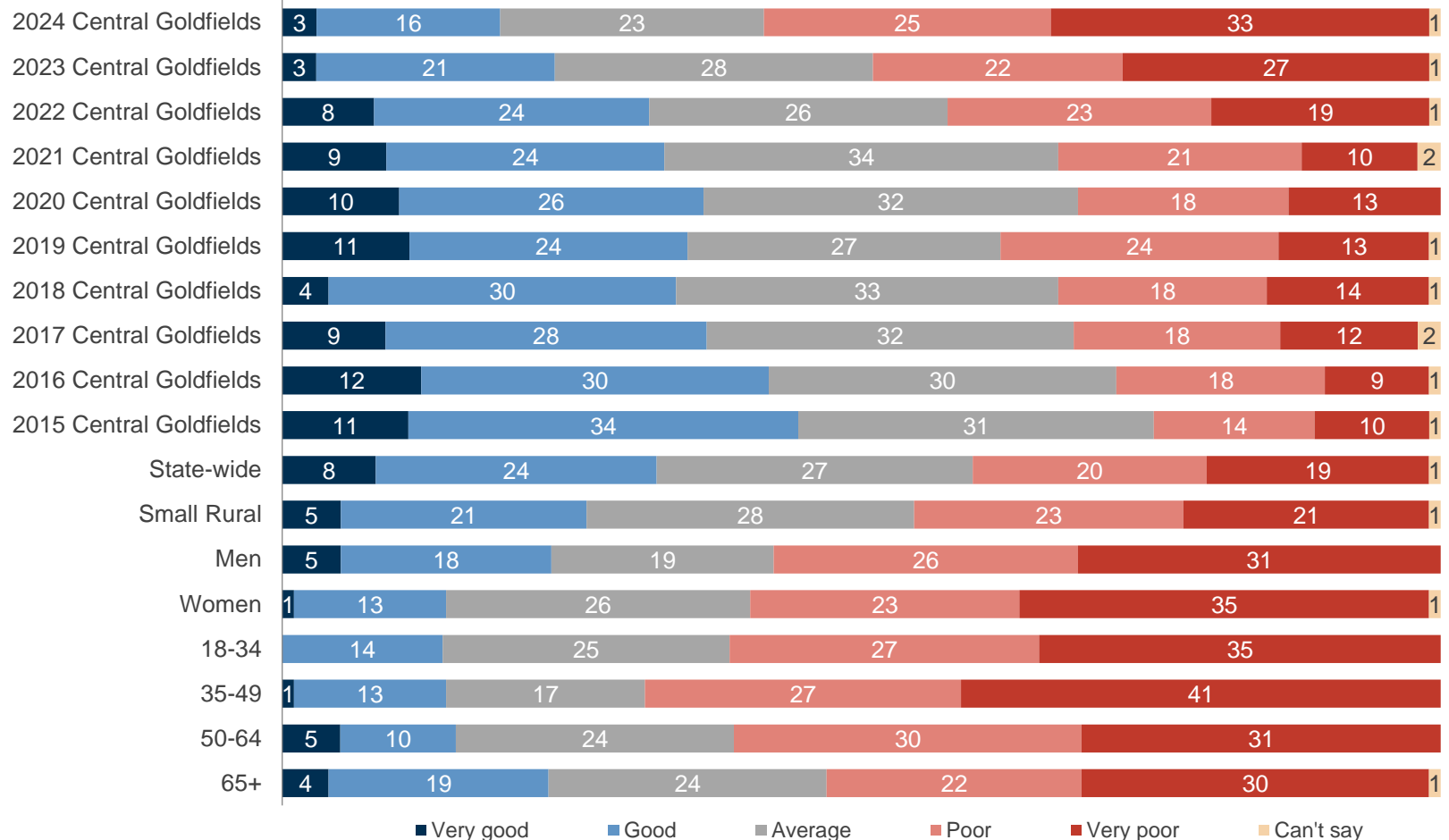
Note: Please see Appendix A for explanation of significant differences.

The condition of sealed local roads in your area performance

23 JULY 2024 COUNCIL MEETING AGENDA



2024 sealed local roads performance (%)



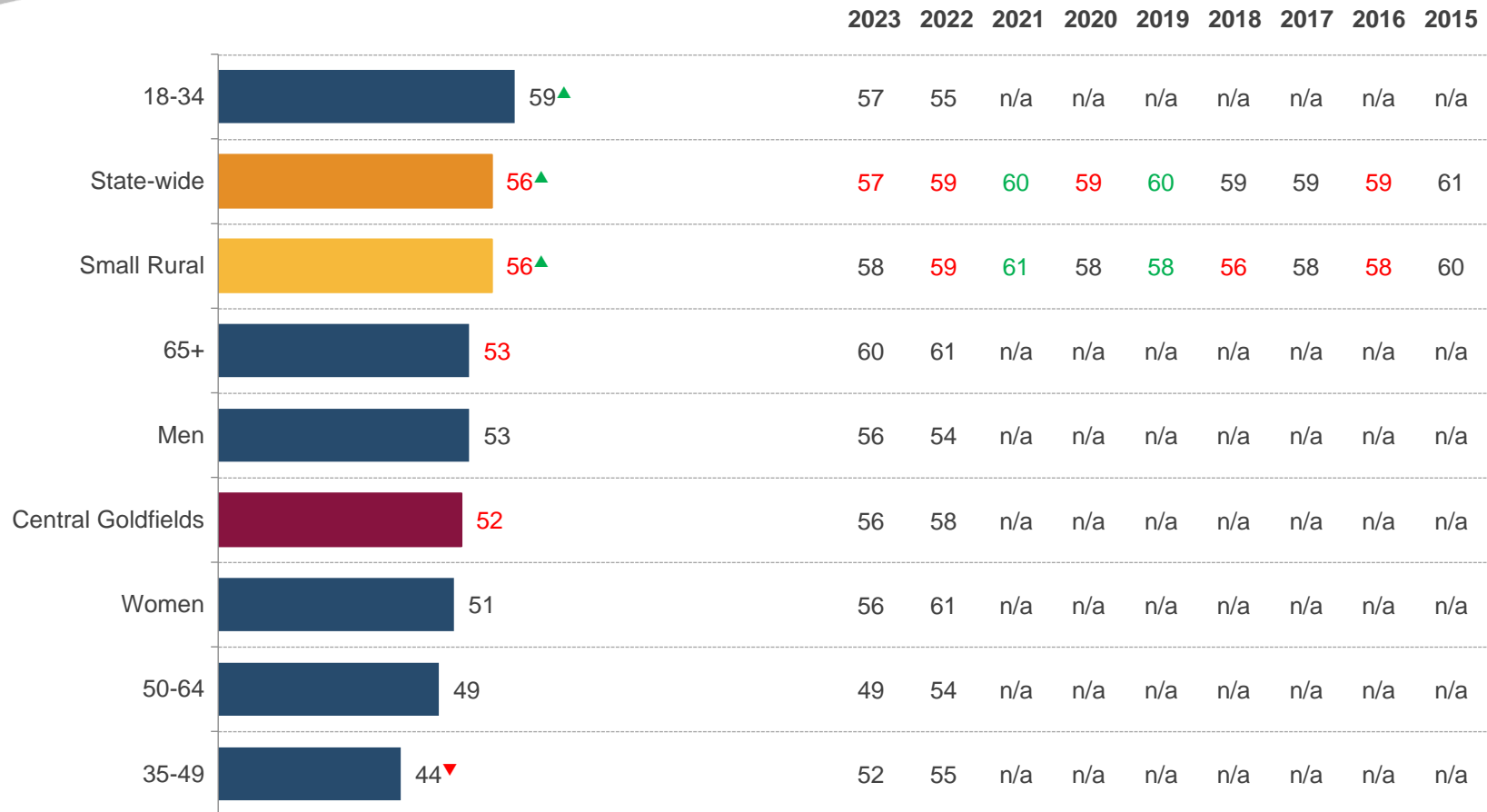
75 of 232



Informing the community performance



2024 informing community performance (index scores)

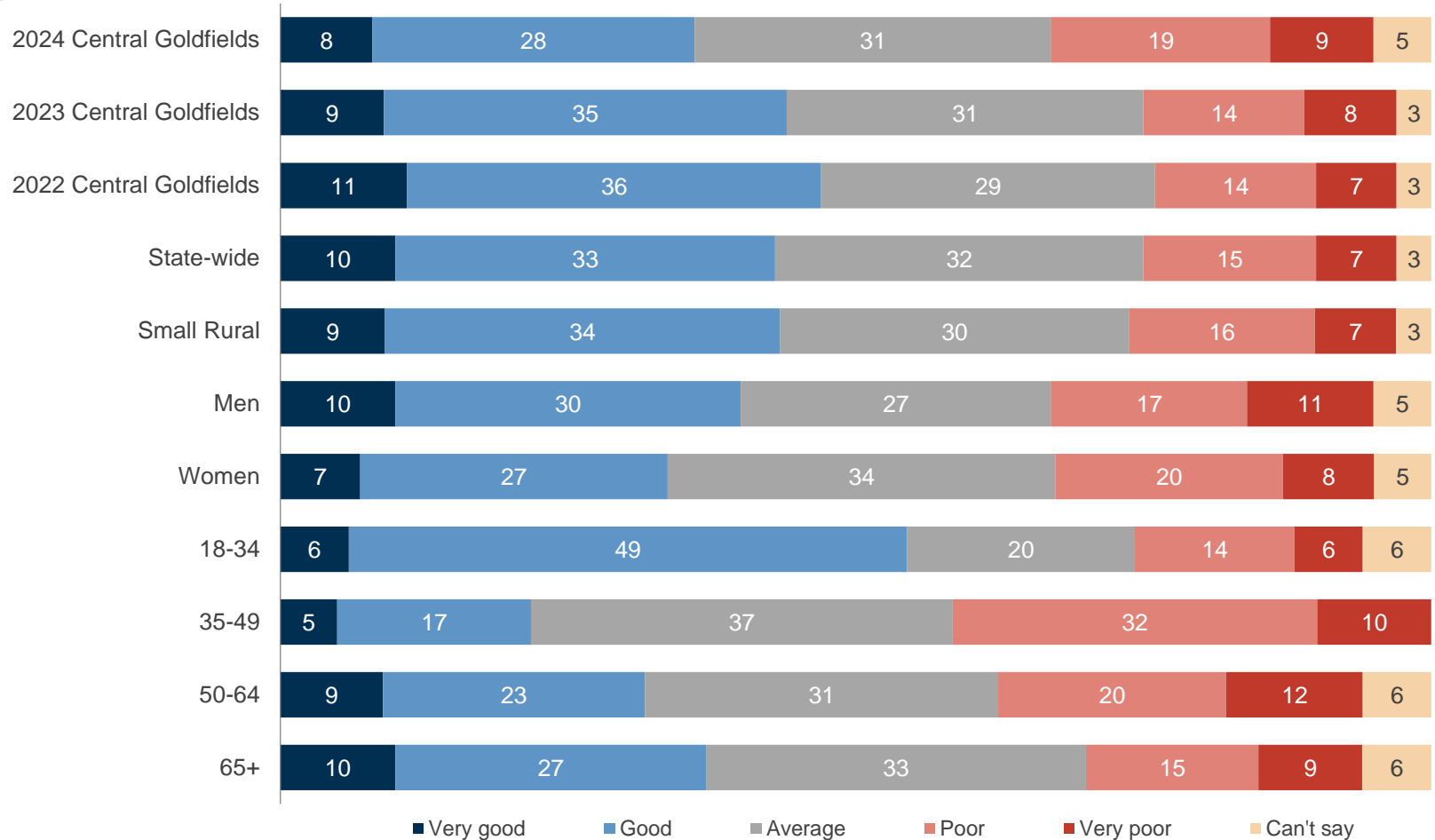




Informing the community performance



2024 informing community performance (%)



77 of 232



The appearance of public areas performance



2024 public areas performance (index scores)

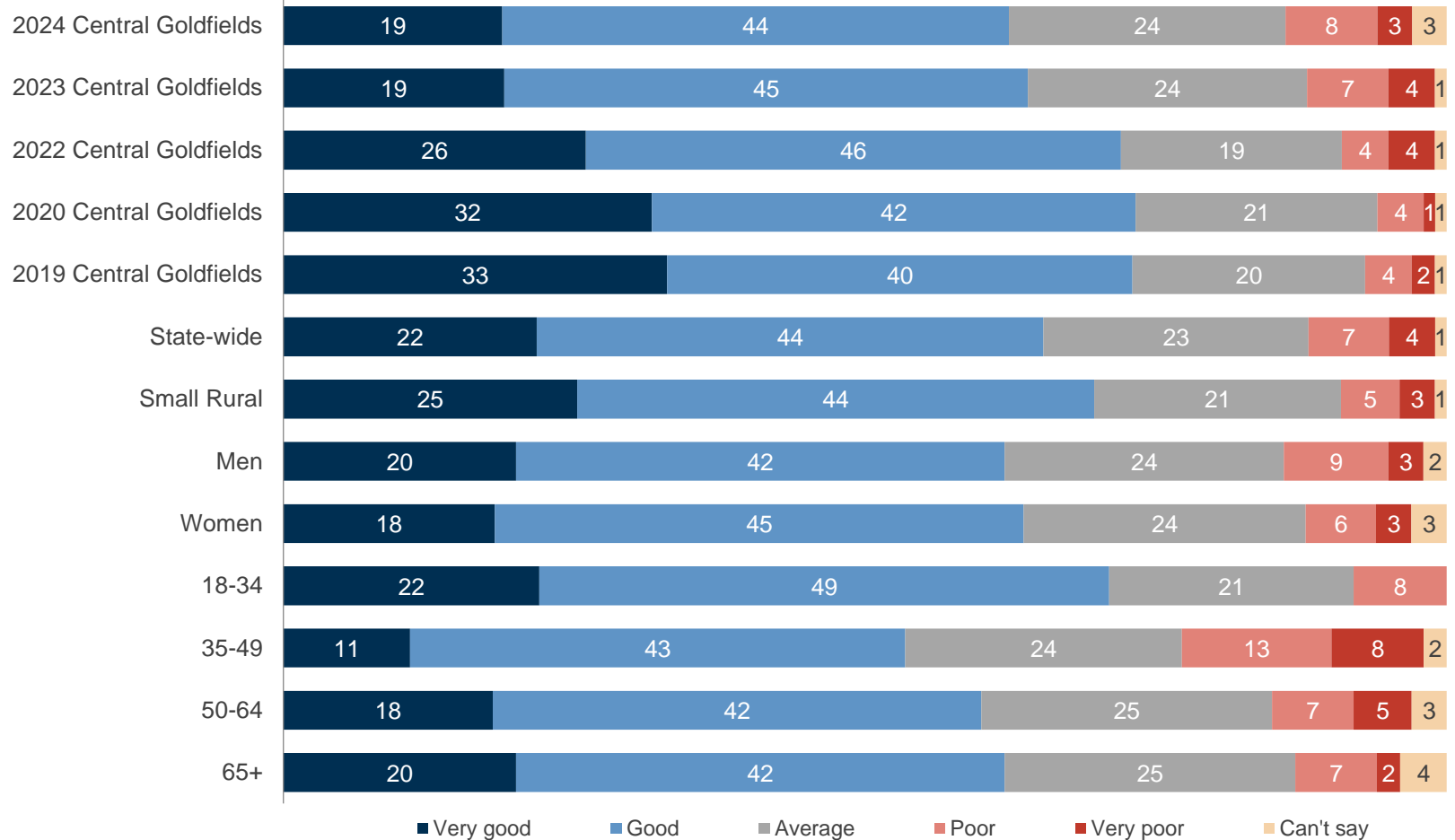
		2023	2022	2021	2020	2019	2018	2017	2016	2015
18-34	71	68	71	n/a	76	66	n/a	n/a	n/a	n/a
Small Rural	71▲	71	73	75	72	73	72	74	73	74
65+	69	69	73	n/a	76	79	n/a	n/a	n/a	n/a
State-wide	68	67	71	73	72	72	71	71	71	72
Women	68	67	73	n/a	78	75	n/a	n/a	n/a	n/a
Central Goldfields	67	67	71	n/a	75	75	n/a	n/a	n/a	n/a
Men	67	68	70	n/a	72	75	n/a	n/a	n/a	n/a
50-64	66	64	69	n/a	73	78	n/a	n/a	n/a	n/a
35-49	59▼	66	71	n/a	75	75	n/a	n/a	n/a	n/a



The appearance of public areas performance



2024 public areas performance (%)



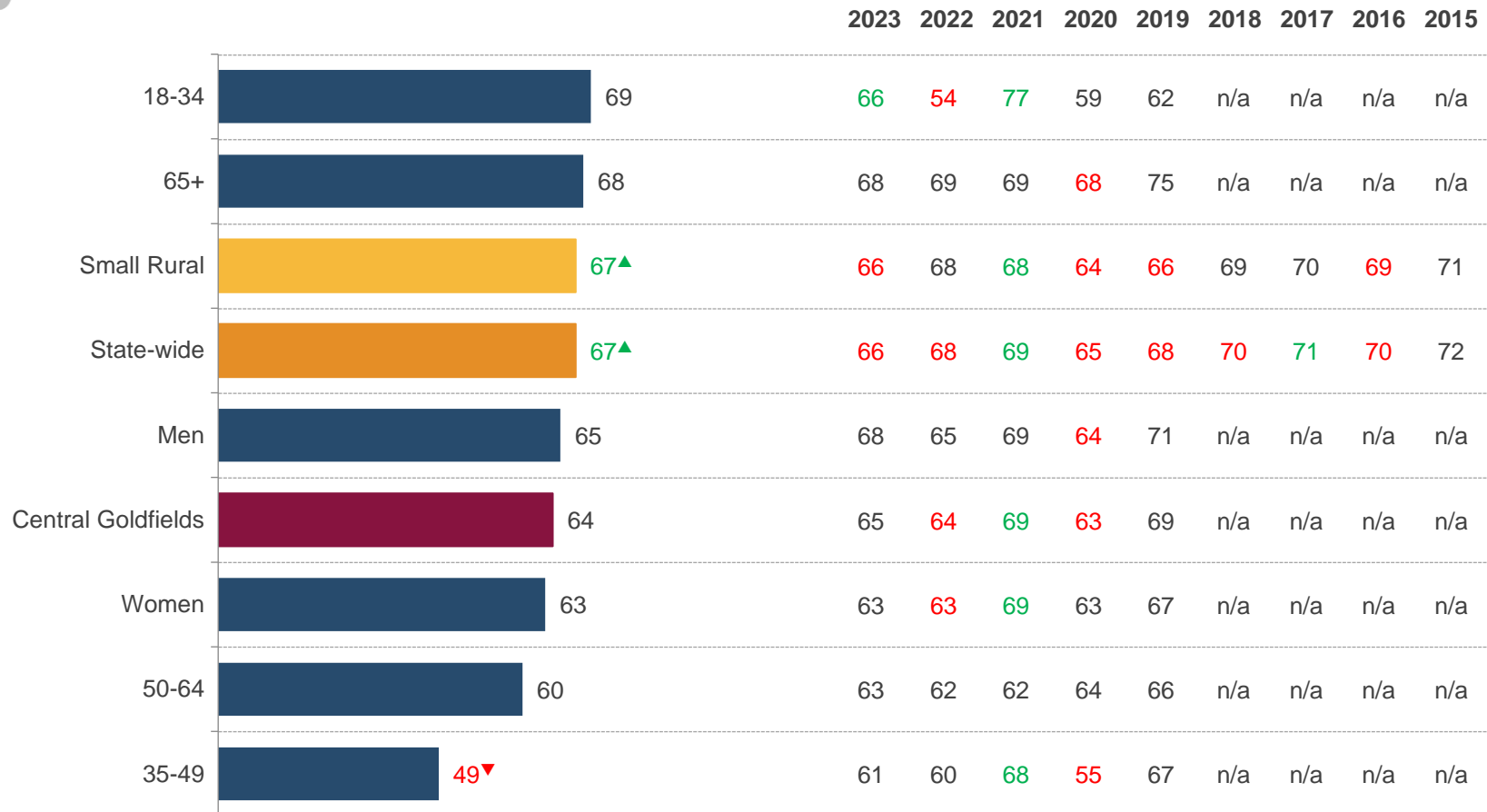
79 of 232



Waste management performance



2024 waste management performance (index scores)

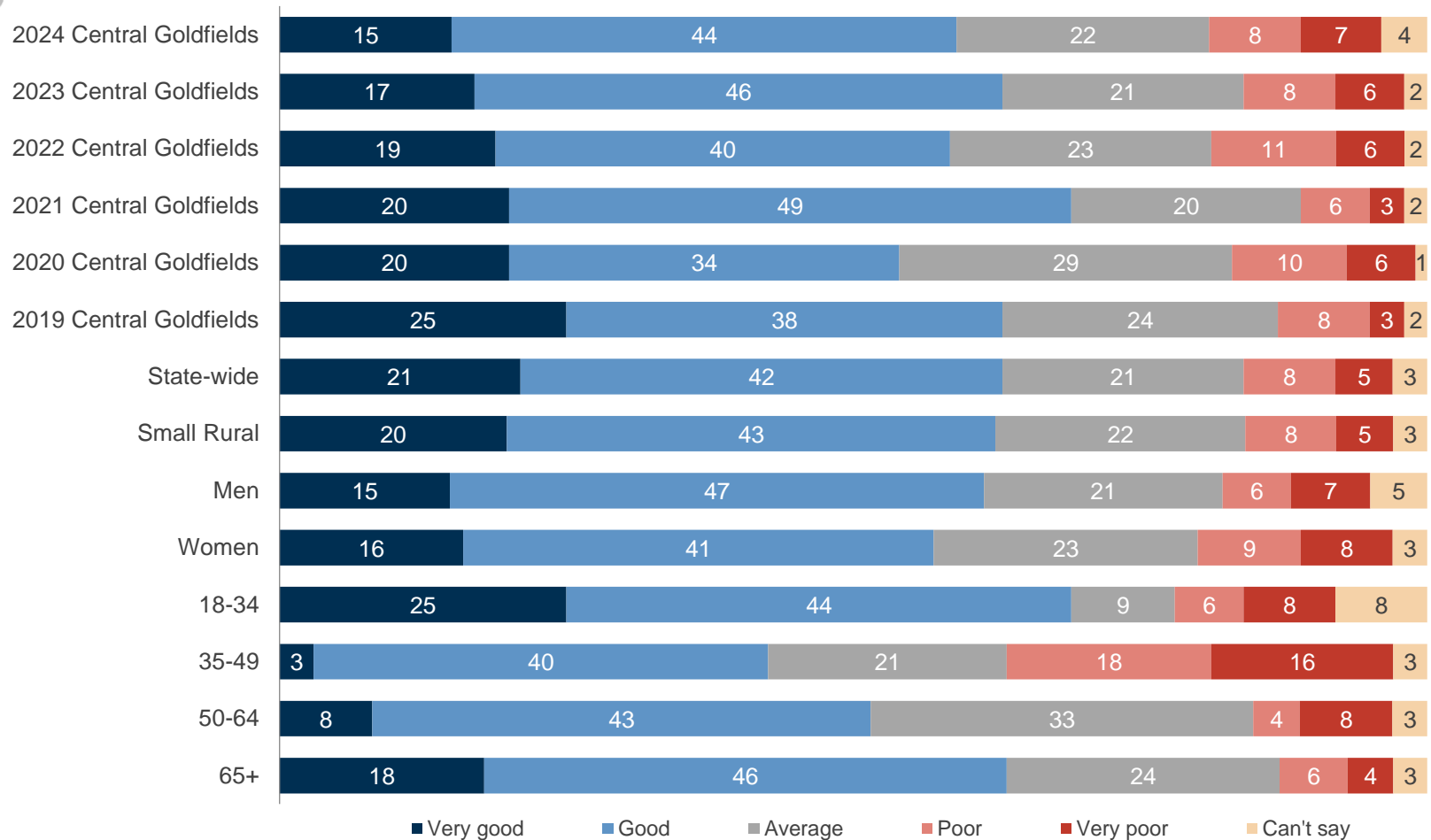




Waste management performance



2024 waste management performance (%)



81 of 232

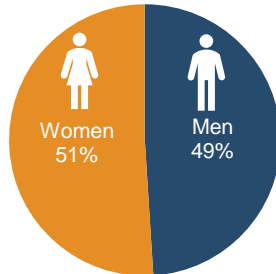
Detailed demographics



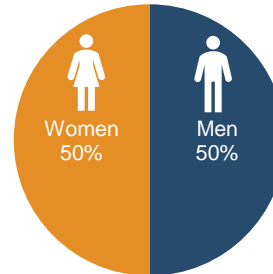
Gender and age profile

2024 gender

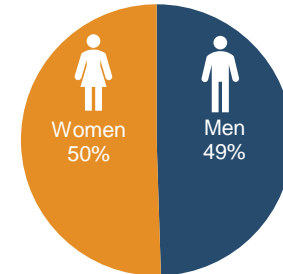
Central Goldfields



Small Rural

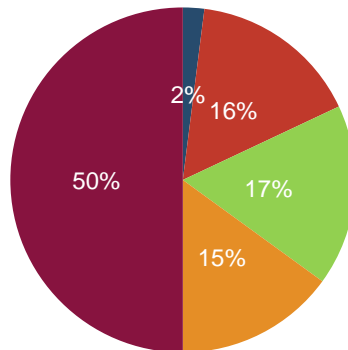


State-wide

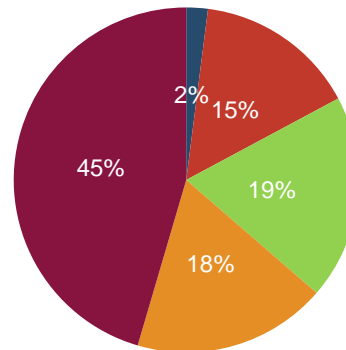


2024 age

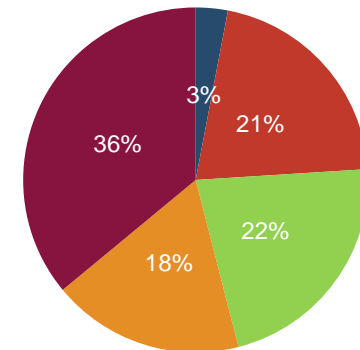
Central Goldfields



Small Rural



State-wide



■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

S3. [Record gender] / S4. To which of the following age groups do you belong?

Base: All respondents. Councils asked State-wide: 62 Councils asked group: 19

Please note that for the reason of simplifying reporting, interlocking age and gender reporting has not been included in this report. Interlocking age and gender analysis is still available in the dashboard and data tables provided alongside this report. Councils interviewing residents on an annual basis included an "Other" option for gender, hence the State-wide and Small Rural gender results may not add to 100%.

83 of 232

Appendix A: Index scores, margins of error and significant differences

Appendix A: Index Scores

23 JULY 2024 COUNCIL MEETING AGENDA



Index Scores

Many questions ask respondents to rate council performance on a five-point scale, for example, from 'very good' to 'very poor', with 'can't say' also a possible response category. To facilitate ease of reporting and comparison of results over time, starting from the 2012 survey and measured against the state-wide result and the council group, an 'Index Score' has been calculated for such measures.

The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with 'can't say' responses excluded from the analysis. The '% RESULT' for each scale category is multiplied by the 'INDEX FACTOR'. This produces an 'INDEX VALUE' for each category, which are then summed to produce the 'INDEX SCORE', equating to '60' in the following example.

Similarly, an Index Score has been calculated for the Core question 'Performance direction in the last 12 months', based on the following scale for each performance measure category, with 'Can't say' responses excluded from the calculation.

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Very good	9%	100	9
Good	40%	75	30
Average	37%	50	19
Poor	9%	25	2
Very poor	4%	0	0
Can't say	1%	--	INDEX SCORE 60

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Improved	36%	100	36
Stayed the same	40%	50	20
Deteriorated	23%	0	0
Can't say	1%	--	INDEX SCORE 56

Please note that the horizontal (x) axis of the index score bar charts in this report is displayed on a scale from 20 to 100.

Appendix A: Margins of error

23 JULY 2024 COUNCIL MEETING AGENDA



The sample size for the 2024 State-wide Local Government Community Satisfaction Survey for Central Goldfields Shire Council was n=400. Unless otherwise noted, this is the total sample base for all reported charts and tables.

The maximum margin of error on a sample of approximately n=400 interviews is +/-4.8% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples. As an example, a result of 50% can be read confidently as falling midway in the range 45.2% - 54.8%.

Maximum margins of error are listed in the table below, based on a population of 11,100 people aged 18 years or over for Central Goldfields Shire Council, according to ABS estimates.

Demographic	Actual survey sample size	Weighted base	Maximum margin of error at 95% confidence interval
Central Goldfields Shire Council	400	400	+/-4.8
Men	190	198	+/-7.1
Women	210	202	+/-6.7
18-34 years	36	72	+/-16.5
35-49 years	63	67	+/-12.4
50-64 years	70	61	+/-11.8
65+ years	231	200	+/-6.4

Appendix A: Index score significant difference calculation



The test applied to the Indexes was an Independent Mean Test, as follows:

$$Z \text{ Score} = (\$1 - \$2) / \text{Sqrt} ((\$5^2 / \$3) + (\$6^2 / \$4))$$

Where:

- \$1 = Index Score 1
- \$2 = Index Score 2
- \$3 = unweighted sample count 1
- \$4 = unweighted sample count 2
- \$5 = standard deviation 1
- \$6 = standard deviation 2

All figures can be sourced from the detailed cross tabulations.

The test was applied at the 95% confidence interval, so if the Z Score was greater than +/- 1.954 the scores are significantly different.

Appendix B: Further project information

Appendix B: Further information

23 JULY 2024 COUNCIL MEETING AGENDA



Further information about the report and explanations about the State-wide Local Government Community Satisfaction Survey can be found in this section including:

- Background and objectives
- Analysis and reporting
- Glossary of terms

Detailed survey tabulations

Detailed survey tabulations are available in supplied Excel file.

Contacts

For further queries about the conduct and reporting of the 2024 State-wide Local Government Community Satisfaction Survey, please contact JWS Research on

(03) 8685 8555 or via email:

admin@jwsresearch.com

Appendix B: Survey methodology and sampling



The 2024 results are compared with previous years, as detailed below:

- 2023, n=400 completed interviews, conducted in the period of 27th January – 19th March.
- 2022, n=401 completed interviews, conducted in the period of 27th January – 24th March.
- 2021, n=400 completed interviews, conducted in the period of 28th January – 18th March.
- 2020, n=400 completed interviews, conducted in the period of 30th January – 22nd March.
- 2019, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2018, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2017, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2016, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2015, n=400 completed interviews, conducted in the period of 1st February – 30th March.

Minimum quotas of gender within age groups were applied during the fieldwork phase. Post-survey weighting was then conducted to ensure accurate representation of the age and gender profile of the Central Goldfields Shire Council area.

Any variation of +/-1% between individual results and net scores in this report or the detailed survey tabulations is due to rounding. In reporting, ‘—’ denotes not mentioned and ‘0%’ denotes mentioned by less than 1% of respondents. ‘Net’ scores refer to two or more response categories being combined into one category for simplicity of reporting.

This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Central Goldfields Shire Council.

Survey sample matched to the demographic profile of Central Goldfields Shire Council as determined by the most recent ABS population estimates was purchased from an accredited supplier of publicly available phone records, including up to 60% mobile phone numbers to cater to the diversity of residents within Central Goldfields Shire Council, particularly younger people.

A total of n=400 completed interviews were achieved in Central Goldfields Shire Council. Survey fieldwork was conducted across four quarters from 1st June 2023 – 18th March 2024.

Appendix B: Analysis and reporting

23 JULY 2024 COUNCIL MEETING AGENDA



All participating councils are listed in the State-wide report published on the DGS website. In 2024, 62 of the 79 Councils throughout Victoria participated in this survey. For consistency of analysis and reporting across all projects, Local Government Victoria has aligned its presentation of data to use standard council groupings. Accordingly, the council reports for the community satisfaction survey provide analysis using these standard council groupings. Please note that councils participating across 2012-2024 vary slightly.

Council Groups

Central Goldfields Shire Council is classified as a Small Rural council according to the following classification list:

- Metropolitan, Interface, Regional Centres, Large Rural & Small Rural.

Councils participating in the Small Rural group are:

- Alpine, Ararat, Benalla, Buloke, Central Goldfields, Gannawarra, Hepburn, Hindmarsh, Indigo, Loddon, Mansfield, Murrindindi, Northern Grampians, Pyrenees, Queenscliffe, Strathbogie, West Wimmera and Yarriambiack.

Wherever appropriate, results for Central Goldfields Shire Council for this 2024 State-wide Local Government Community Satisfaction Survey have been compared against other participating councils in the Small Rural group and on a state-wide basis. Please note that council groupings changed for 2015, and as such comparisons to council group results before that time cannot be made within the reported charts.

Appendix B: Core, optional and tailored questions

23 JULY 2024 COUNCIL MEETING AGENDA



Core, optional and tailored questions

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2024 State-wide Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils.

These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Value for money in services and infrastructure (Value for money)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)
- Community consultation and engagement (Consultation)
- Decisions made in the interest of the community (Making community decisions)
- Condition of sealed local roads (Sealed local roads)
- Waste management

Reporting of results for these core questions can always be compared against other participating councils in the council group and against all participating councils state-wide. Alternatively, some questions in the 2024 State-wide Local Government Community Satisfaction Survey were optional. Councils also had the ability to ask tailored questions specific only to their council.

Appendix B: Analysis and reporting

23 JULY 2024 COUNCIL MEETING AGENDA



Reporting

Every council that participated in the 2024 State-wide Local Government Community Satisfaction Survey receives a customised report. In addition, the State government is supplied with this State-wide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all council areas surveyed, which is available at:

<https://www.localgovernment.vic.gov.au/our-programs/council-community-satisfaction-survey>

Tailored questions commissioned by individual councils are reported only to the commissioning council and not otherwise shared unless by express written approval of the commissioning council.

Appendix B: Glossary of terms

23 JULY 2024 COUNCIL MEETING AGENDA



Core questions: Compulsory inclusion questions for all councils participating in the CSS.

CSS: 2024 Victorian Local Government Community Satisfaction Survey.

Council group: One of five classified groups, comprising: metropolitan, interface, regional centres, large rural and small rural.

Council group average: The average result for all participating councils in the council group.

Highest / lowest: The result described is the highest or lowest result across a particular demographic sub-group e.g. men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.

Index score: A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).

Optional questions: Questions which councils had an option to include or not.

Percentages: Also referred to as ‘detailed results’, meaning the proportion of responses, expressed as a percentage.

Sample: The number of completed interviews, e.g. for a council or within a demographic sub-group.

Significantly higher / lower: The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.

State-wide average: The average result for all participating councils in the State.

Tailored questions: Individual questions tailored by and only reported to the commissioning council.

Weighting: Weighting factors are applied to the sample for each council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the council, rather than the achieved survey sample.

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8.2.2

Local Government Community Satisfaction Survey

Central Goldfields Shire Council 2024 Tailored Question

Coordinated by the Department of
Government Services on behalf of
Victorian councils

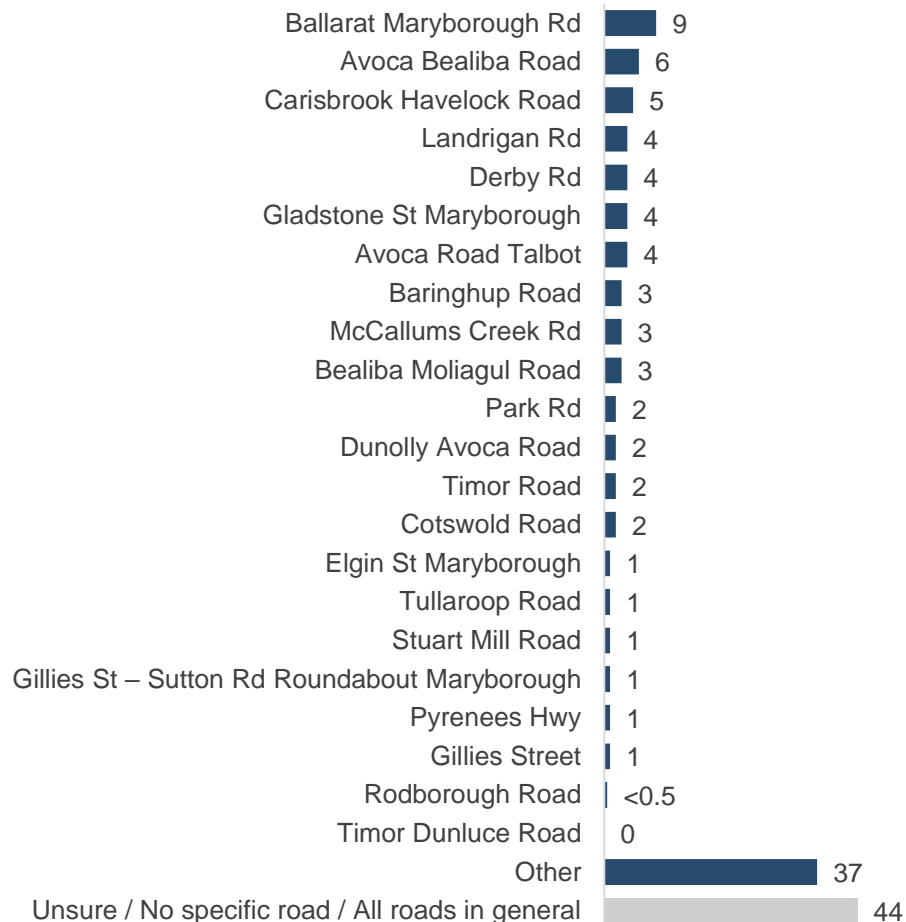


Sealed roads of concern

2024 sealed roads of concern (%)

(Multiple response allowed)

(Among those that gave an 'average', 'poor' or 'very poor' rating)



CG1. You earlier rated the performance of sealed local roads as [INSERT RESPONSE FROM Q2] (average/ poor/ very poor), can you specify which particular road or roads are of concern?

Base: Respondents who rate the condition of sealed local roads as 'average', 'poor' or 'very poor' (n=322).

To further investigate the 37% 'Other' responses, please refer to verbatim responses in additional data file.

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8.3 Draft Local Laws 2025 – Public Consultation

Author: **Manager Statutory Services**

Responsible Officer: **General Manager Infrastructure Assets and Planning**

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to recommend release the draft General Local Law 2025 for public consultation and community feedback.

The proposed Local Law 2025 incorporates changes that respond to; identified community issues, feedback received on the current Local Law (2015) and a Councillor workshop held in April 2024.

A legal review of these changes has been completed.

The Local Government Act 2020 (2020 Act) empowers council to make local laws, but how they are made, and their application has been amended to improve the relevance and effectiveness of local laws.

The release of the draft will validate the community impact for the proposed changes and provide confidence on the suitability of the proposed changes.

RECOMMENDATION

That Council resolves to release the draft General Local Law 2025 for public consultation and community feedback for four-week public period, from the 5th of August to the 29th of August 2024.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 – Our Community's Wellbeing

The Community's vision 4. Transparent decision making;

Victorian Legislation.

- Central Goldfields Shire Council General Local Law 2015
 - Local Laws – Local Government Act 2020, Division 3 of Part 3 (sections 71 to 87).
 - Community engagement policy and principles – Local Government Act 2020 (sections 55 and 56).
 - Common seal and local laws – Local Government Act 2020 (section 14(2)(b)).
- Infringement Act 2006.

- Charter of Human Rights and Responsibilities Act 2006

CGSC Policies

- Community and Compliance Enforcement Policy 2021
- Privacy Policy
- Risk Management Policy
- Service Charter Policy
- Public Transparency Policy

BACKGROUND INFORMATION

The current Central Goldfields Shire Council (CGSC) General Local Laws were gazetted in 2015 under the Local Government Act 1989.

Under the Local Government Act 2020, Section 84 (Sunset Provision), a Local Law expires after 10 years whether it has been amended in the meantime.

The only way to 'renew' a Local Law is to make a new one, hence this project.

Local Laws are made by Local Government Authorities in response to perceived problems within the Council area and community.

Councils' Local Law is intended to mitigate or eliminate these problems and ensure the community is aware of local issues and compliance obligations.

Central Goldfields Shire (CGSC) is empowered to create Local Laws under section 71 of the Local Government Act 2020, which states that;

- (1) A Council may make Local Laws for or with respect to any act, matter or thing in respect of which the Council has a function or power under this or any other Act.

This provision is broad in its wording. It is further tempered, however in Section 71 through the imposition of limitations on the making of a local law and provides:

- (2) A local law must be consistent with the local law requirements.
- (3) A local law is inoperative to the extent that is inconsistent with the local law requirements.

Section 72 provides the local law requirements:

- (a) A local law must not be inconsistent with any Act (including the Charter of Human Rights and Responsibilities Act 2006) or regulations.

CGSC must achieve legislative compliance in the creation and operation of Local Laws and in doing so, achieve better practice in the explanation of Local Laws matters to its community.

Local Government Victoria provides the follow guiding principles to assist councils in the preparation and making of local laws.

- Identifying the problem sought to be addressed

- Relating the problem to council objectives
- Measuring the success of a local law
- Considering alternatives to a local law
- Adopting a risk management approach
- Deciding the regulatory approach
- Ensuring least burden/greatest advantage
- Considering restrictions on competition
- Setting fees and penalty levels and dealing with permits and permit conditions
- Adopting a performance-based approach
- Effectively consulting with the local community

REPORT

With the impending expiry of the 2015 General Local Laws, Council officers formed a Project Control Group, developed a project plan and consider the following issues.

- Council must make a local law in accordance with its community engagement policy.
- Council must publish a notice stating the objectives of the proposed local law, the intended effect of the proposed local law and that a copy is available for inspection at the office of Council and on the internet and the community engagement that applies.
- A notice must be published on the internet site of council and in accordance with the regulations.
- Council must ensure that a copy of the proposed local law is available for inspection at the office of Council and on the internet site.
- If notice has been given and it is proposed to alter the local law which will affect the rights or responsibilities of any person, you must go through the community engagement process in respect of that alteration.

To ensure the General Local Law is valid the Project Control Group must deliver the following.

- Council must obtain a certificate from a solicitor stating that they are of the opinion that the proposed local law is consistent with the local law requirements.
- The certificate obtained must be tabled at a Council meeting at which the proposed local law is to be made.
- After a local law is made, the Council must publish a notice stating the title of the local law and the objectives of the local law and the effect of the local law and that it is available for inspection at the Council's office and on the internet site of Council.
- The notice must be published in the Government Gazette and on the internet site of Council and in accordance with the regulations.

Following internal workshops and community engagement the legally reviewed Local Laws have now been drafted.

This incorporates both Council's needs and a scan with comparable local government authorities on similar laws.

The revised draft of the local laws (Appendix 1) introduces thirty-two (32) proposed changes. This includes either a substantial rewrite of the law or the introduction of a new clause entirely.

These changes are recommended responses to identified issues where Council powers are limited or did not exist.

The changes to the local laws will provide Council officers the ability to respond to both existing and emerging community issues.

The judicious use of these powers is tempered by Council's Community and Compliance Enforcement Policy 2021.

CONSULTATION/COMMUNICATION

Council officers completed a comprehensive community engagement program between the 27th of November and 1st of December 2023.

Following legal review and drafting the proposed laws are now available for public release. This is complimented with a Community Impact Statement (Appendix 2) which provides detail on each of the proposed changes and the associated rationale.

A Community Engagement plan is now being finalised. This plan will ensure that impacted community members will be given the opportunity to review and provide feedback, in an equitable and transparent manner. This includes.

- A "Consult" level of influence provided to our community
- Media Release announcing release of draft laws
- Engage Goldfields website documentation
- A detailed Community Impact Statement
- Re-use of videos in a social media campaign
- Council Advertising
- Physical copies at Customer Service and Library.

The Local laws will be exhibited from August 2024 for a four-week period.

Following the consultation period submissions will be reviewed and validated as Council officers refine and evaluate specific local laws.

This will incorporate specific feedback from EMT and Councillors.

Following this process and on conclusion of the legal review, a final community update is proposed for late 2024.

This will ensure our community is informed of changes in the new laws and councils' approach on compliance from 2025 onwards.

FINANCIAL & RESOURCE IMPLICATIONS

Before a local law can be gazetted, a certificate from an Australian lawyer with at least five years in the legal profession must be obtained stating the proposed local law is consistent with the local law requirement.

Following a request for quote process, Council officers have engaged legal firm Macquarie Local Government Lawyers in accordance with an approved budget allocation.

The project plan has allowed a maximum of six months for the completion of the legal review and is currently in the third month.

RISK MANAGEMENT

This report addresses multiple strategic risks from including:

Governance - Failure to transparently govern and embrace good governance practices by ensuring that the Council has a fair and transparent General Local Law.

Community Engagement - Inadequate stakeholder management or engagement impacting brand reputation and community satisfaction in Council decision making by ensuring our community has participated in the development of a new General Local Law.

Legislative Compliance - Failure to manage our compliance with relevant legislative requirements by ensuring smooth transition from a sun-setting legal instrument to a new General Local Law

In addition to Councils' strategic risks, sound community engagement on the development of a new General Local Law will minimise the reputation risk to Council on what are substantial compliance changes.

RECOMMENDATION

The draft CGSC Local Laws 2025 are prepared for public consultation. In consideration of the regulatory impact from the revised laws to the Central Goldfields community, it is recommended that Council resolves to release the draft General Local Law 2025 for public consultation and community feedback for four-week public period, from the 5th of August to the 29th of August 2024

ATTACHMENTS

8.3.1 Draft CGSC General Local Laws 2025

8.3.2 Community Impact Statement – CGSC Local Laws

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8.3.1
Central Goldfields Shire Council
General Local Law 2025
DRAFT DATED 24 June 2024

PART 1 – PRELIMINARY

1.1. Local Law

This General Local Law 2025 is made under section 71 of the *Local Government Act 2020* and section 42 of the *Domestic Animals Act 1994*.

1.2. Objectives

The objectives of this Local Law are to provide for:

- (a) the peace, order, and good government of the municipality;
- (b) a safe and healthy environment so that the community can enjoy a quality of life that meets its expectations;
- (c) the safe and fair use and enjoyment of public places;
- (d) the protection and enhancement of the amenity and environment of the municipality;
- (e) the fair and reasonable use and enjoyment of private land; and
- (f) the uniform and fair administration of this Local Law.

1.3. Commencement

This Local Law commences on the day it is made.

1.4. Revocation of Local Law

On the commencement of this Local Law, the General Local Law 2015 is revoked, save that any notice or consent given, or any business, matter or thing commenced, made, or done under that Local Law, is not affected

1.5. Application of this Local Law

- (1) This Local Law applies throughout the municipality.
- (2) This Local Law does not apply where any act or thing is authorised by any Act, Rule, Regulation or Planning Scheme.

1.6. Definitions

In this Local Law, the following words have the meaning given to them unless stated otherwise:

Act

means the *Local Government Act 2020*.

Advertising Sign

means a board, notice, banner, or similar device used for the purposes of soliciting sales, notifying people where goods and services may be obtained, advising, or directing people to an event or festival or promoting elections or political campaigns.

Alcohol

means a beverage intended for human consumption with an alcohol content greater than 0.5 per centum by volume at a temperature of 20 degrees Celsius.

Animal Housing

means any building or structure used to contain or house an animal.

Authorised Officer

means a person appointed by Council under section 224 of the *Local Government Act 1989*.

Barbeque

means a structure, device, or contraption (not enclosed in a building) which is used primarily as a cooking facility.

Bird

includes poultry.

Building Site

means any land on which building work is carried out.

Built-Up Area

means an area in which there are buildings on the land next to the road, or there is street lighting, at intervals not over one hundred metres for a distance of at least five hundred metres or if the road is shorter than five hundred metres for the whole road.

Bulk Rubbish Container

means a bin, container or other structure designed or used for holding a substantial quantity of rubbish that is unable to be lifted or relocated without mechanical assistance but does not include bins or containers used in connection with the regular collection of domestic, commercial, industrial or trade waste.

Camp / Camping

means erecting and occupying a tent or other similar structure but does not include a caravan or motor home.

Caravan

a vehicle used or adapted for living and designed to be towed by another vehicle and includes vehicles without wheels or axles and whether it is resting directly on the ground or on blocks or other supports, and any structure, awning, veranda, lean-to carport or other enclosed or partly enclosed area used in conjunction with a caravan while it is stationary.

Council

means Central Goldfields Shire Council.

Chief Executive Officer

means the person appointed as the Chief Executive Officer of the Council.

Council Land

means land, buildings and facilities which are owned, occupied vested in, cared for, or managed by the Council, and includes areas which the public may access, whether an entry fee is paid or not.

Dilapidated

means a building which is in a state of significant disrepair or has deteriorated or fallen into a state of partial ruin as a result of damage, age, neglect, poor maintenance, or misuse. This may be characterised by a state or condition of a building which, in the opinion of an Authorised Officer, has:

- (a) missing, broken, or deteriorated exterior cladding;
- (b) deteriorated guttering or downpipes;
- (c) broken or missing windows, window-awnings, eave lining or doors;
- (d) missing or broken roofing;
- (e) deteriorated internal gates and fences;
- (f) inadequate or no maintenance; and/or
- (g) any other building condition in a state of significant disrepair or which is a detriment to the appearance of the surrounding area.

Farming area

means any part of the municipality in which farming activity is the predominant land use.

Farm animal

means any horse, cattle, camel, donkey, mule, sheep, deer, goat ox, ostrich, emu, alpaca and llama and pigs.

Fire Pit

means a pit dug into the ground or encased in a structure (of masonry or steel) in which a fire is kept burning for cooking or warmth

Incinerator

means a structure, device, or contraption (not enclosed in a building and not being a barbecue) which is used or intended, adapted, or designed to be used or capable of being used for the purpose of burning any matter.

Land

includes structures permanently fixed to the land.

Livestock

has the same meaning as defined in the *Impounding of Livestock Act 1994*, namely an animal (including a bird) of any species used in connection with primary production or kept for recreational purposes other than a dog or a cat.

Municipality

means the municipal district of the Central Goldfields Shire Council.

Nuisance

includes any item, matter, thing, or behaviour which is liable to be dangerous to health or is offensive.

Penalty Unit

has the same meaning as section 110 of the *Sentencing Act 1991*.

Permit

means a permit issued under the Local Law which authorises a use or activity.

Public Place

has the same meaning as in the *Summary Offences Act 1966* and place prescribed by the Council as a public place;

- (a) park, garden, reserve or other place of public recreation or resort;
- (b) vacant land or vacant space adjoining any road;
- (c) on road; and
- (d) Council building.

Residential Area

means land zoned within one of the residential zones under the Central Goldfields Planning Scheme.

Road

has the same meaning as in the *Local Government Act 1989* and applies to roads for which the Council has responsibility under the *Road Management Act 2004* but does not include a State Road under the *Road Management Act 2004* unless a provision in the Local Law is expressly applied to a state road.

Rural Area

means land zoned within one of the rural zones under the Central Goldfields Planning Scheme

Skip Bin

means a large open-topped waste container designed for loading onto a vehicle specifically designed for that purpose.

Toy Vehicle

means equipment designed to be propelled by (but not limited to) human power and includes a skateboard, scooter, roller skates and in line skates but excludes a bicycle.

Trading

means selling or offering or exposing or promoting the sale, supply, exchange or hire of any goods, merchandise commodity, article, thing or service or advertising for the purpose of soliciting sales, notifying people where goods or services may be obtained or advertising or directing people to an event or festival or a fundraising stall or activity operating to raise money for a community group charity or not for profit organisation (excluding highway collections).

Unightly

includes land, which in the opinion of an Authorised Officer, may include:

- (a) excessive waste;
- (b) discarded, rejected, surplus or abandoned solid or liquid materials;
- (c) an accumulation of building waste and materials;
- (d) unregistered vehicles;
- (e) disassembled or incomplete vehicles, excessive machinery, machinery parts or similar;

- (f) excessive dead, diseased or dying vegetation;
- (g) excessively long grass and/or weeds;
- (h) a disused excavation; and/or
- (i) anything being built which is left incomplete or any other thing which is a detriment to the appearance of the surrounding area.

Vehicle

has the same meaning as motor vehicle in section 3 of the *Road Safety Act 1986*.

PART 2 – ROADS AND PUBLIC PLACES

2.1 Behaviour in Municipal Places

A person must not, in a municipal place:

- (a) commit any nuisance;
- (b) conduct an activity or behave in a manner which may likely interfere with another person's reasonable use and enjoyment of the municipal place;
- (c) act in a manner which endangers any person or animal;
- (d) damage, destroy or interfere with anything located within a municipal place; or
- (e) act contrary to any conditions of use or Council sign.

2.2 Consumption and Possession of Alcohol

- (1) A person must not, without a permit, consume any alcohol or have in their possession an open container of alcohol on Council land or on a road unless one of the exemptions under sub-clause (2) applies.
- (2) The requirement to obtain a permit under sub-clause (1) does not apply to a person who is consuming alcohol or who has in their possession an open container of alcohol:
 - (a) in a licensed or authorised premises under the *Liquor Control Reform Act 1998*;
 - (b) in a place which Council has designated to be exempt from this clause;
 - (c) in an area designated by Council to be a picnic area between sunrise and sunset, unless an Authorised Officer reasonably believes that:
 - i. the person in possession of an open container of alcohol is intoxicated; or
 - ii. the consumption of alcohol by a person or group of persons is causing a nuisance, is intimidating, or is disturbing others in the vicinity;

- (f) on a sporting field or reserve during a time when that sporting field or reserve is in the exclusive use and control of an incorporated body that has a hire agreement or other arrangement with Council except:
 - i. when the incorporated body has made a written request for an alternative arrangement as to times and Council has consented; or
 - ii. during and one hour immediately before and immediately after events intended for participants under 18 years.
- (3) In determining whether to grant a permit under sub-clause (1), Council must take into account:
 - (a) the nature of the event; and
 - (b) any other matter relevant to the circumstances of the application.
- (4) Where an Authorised Officer believes on reasonable grounds that a person is contravening or has contravened sub-clause (1), the Authorised Officer may direct the person to seal or dispose of the contents of any unsealed container of alcohol in that person's possession.

2.3 Street Parties, Festivals and Procession

A person must not, without a permit, organise, hold, or participate in or on any public place any:

- (a) street party;
- (b) procession;
- (c) rally;
- (d) demonstration;
- (e) circus;
- (f) wedding;
- (g) festival;
- (h) event; or
- (i) other public gathering.

2.4 Fireworks

A person must not, without a permit, discharge, cause or allow to be discharged any fireworks, on private land or in a public place

2.5 Trading Activities

A person must not, without a permit, on Council land or a road:

- (a) place any temporary or permanent advertising sign;
- (b) display any goods;
- (c) place any outdoor eating furniture or associated facilities;
- (d) place any structure for the purpose of selling or offering to sell any goods or services;
- (e) sell or offer for sale any goods or services carried about or placed on the person or any other moveable thing;
- (f) solicit business or gifts of money or fundraise;
- (g) collect any waste materials; or
- (h) busk, or cause or authorise another person to do so.

2.6 Bulk Rubbish Containers

A person must not, without a permit, place or authorise the placement of a bulk rubbish container on a road or on Council land.

2.7 Obstructions to the Safe Use of the Road

An owner or occupier of land must ensure that any vegetation, sign, structure, or the condition of anything on that land does not:

- (a) obstruct or interfere with the safe and fair use of the road by pedestrians and vehicles by limiting visibility or affecting accessibility of the road, traffic control devices or other users of the road;
- (b) cause a hazard to pedestrians or vehicles because of its location, condition or because it is unsafe; or
- (c) encroach onto or over Council land or a road at a height less than 3 metres.

2.8 Commercial Waste

- (1) A person using a commercial waste collection service that is not provided by Council must provide evidence of that service when requested to do so by an Authorised Officer.
- (2) An owner or occupier of land must ensure that any commercial or trade waste bin kept on that land is:
 - (a) constructed of impervious materials, is watertight and fly and pest proof;

- (b) emptied before it overflows but at least every 7 days or when an Authorised Officer directs;
 - (c) maintained and kept in a clean condition and free from offensive odours;
 - (d) displaying a sign indicating the type of waste or material which may be deposited and stating that it is an offence to deposit material not listed in the notice; and
 - (e) not stored or placed on Council land or a road without a permit.
- (3) A person must not place commercial waste in a public litter or recycling receptacle provided by Council.
- (4) A person must not contaminate any household bins with commercial or trade waste.

2.9 Amenity Associated with Building Sites

A person in charge of a building site to which a building permit applies, must obtain an asset protection permit before commencing building works on that building site.

2.10 Repair of Vehicles

A person must not dismantle, paint, repair or carry out maintenance on a vehicle on a road, except to the minimum extent necessary for the purpose of removing it.

2.11 Sale of Motor Vehicles

A person must not park a motor vehicle on Council land for the purpose of promoting the vehicle for sale.

2.12 Noise

A person must not, without a permit, use any sound amplification equipment:

- (a) in a public place: or
- (b) on land adjacent to a public place if the noise resulting from the use is capable of being heard in the public place.

2.13 Toy Vehicles

A person must not ride on, cause or allow to be ridden a toy vehicle in a public place, including in an area designated by Council for the use of toy vehicles so as to inconvenience, obstruct, hinder, endanger, alarm or prevent the free passage of any person or other user of the public place or designated area.

NOTE: The use of drones within Australia is regulated by the Civil Aviation Safety Authority (CASA) being the body which is responsible for administering and enforcing the Civil Aviation Safety Regulations 1998.

The use of electric powered scooters (e-scooters) is regulated within Victoria by the Road Safety Road Rules 2017.

2.14 Displaying Property Number

- (1) Where Council has allocated a number to a property, the owner or occupier of that property must ensure that:
 - (a) the property is marked with the allocated number;
 - (b) the number is of a sufficient size and free from obstruction so that it can be clearly read under normal lighting conditions from the road immediately adjacent to the front boundary of the property; and
 - (c) in the case of a property in a rural zone the number is reflective.
- (2) An owner or occupier must ensure the allocated property number for a flat or unit is displayed on the front door or clearly visible from the front entrance of the dwelling.

2.15 Shopping Trolleys

- (1) A person who provides shopping trolleys for use by customers, must ensure that they are not left on any land, road, or public place unless it is in an area signed by the shopping trolley owner as designated for that purpose.
- (2) An Authorised Officer may impound a shopping trolley that has been left in an area that is not designated as an area for the return of shopping trolleys.
- (3) An owner of shopping trolleys must:
 - (a) ensure that the shopping trolleys belonging to the owner's business are not left in an area unless it is set aside for shopping trolley collection;
 - (b) demonstrate to Council's satisfaction that they have a regular collection system in place and undertake to respond to reports to collect shopping trolleys responsively;
 - (c) ensure that the shopping trolleys display appropriate business signage to identify ownership of the trolley; and
 - (d) collect a shopping trolley within 12 hours after being directed to do so by an Authorised Officer.

2.16 Refuse on Building Sites

During the course of carrying out building works, the owner of the building site, person in charge of carrying out the building works, and each employee, agent, contractor, or sub-contractor of the builder must ensure that:

- (a) a suitable refuse facility is placed on the building site for the deposit of building refuse into that facility;

- (b) the refuse facility is designed and constructed so as to prevent any building refuse within the refuse facility being blown out of it;
- (c) the lid on the refuse facility remains closed at all times except when placing building refuse within it;
- (d) the refuse facility is emptied immediately once it becomes full or when directed to do so by an Authorised Officer;
- (e) all windblown building refuse created or accumulated on the building site is deposited into the refuse facility upon the building refuse being created or accumulated;
- (f) the refuse facility is removed from the building site within 7 days of the cessation of building work; and
- (g) any vehicle exiting the building site does not carry any mud or slurry onto the adjoining or nearby road.

2.17 Damage or interfering with Roads or Municipal Places

A person must not destroy, damage, remove, interfere with, attach to, or change in any way anything in, on or under a road or municipal place.

2.18 Drains and Storm Water Discharge

A person must not, without a permit, alter, modify, tap into, damage, or destroy any public drain.

2.19 Planting on Nature Strips

Unless acting in accordance with Council's Nature Strip Landscaping Policy as shown on Council's website, a person must not, without a permit, on a nature strip:

- (a) plant or remove any vegetation (excluding the mowing of non-native grass);
- (b) undertake any landscaping; or
- (c) remove any soil.

PART 3 - ENVIRONMENT

3.1 Dangerous and Unsightly Land

- (1) An owner or occupier of land must ensure that the land:
 - (a) does not constitute a danger to health or property;
 - (b) does not constitute a fire hazard;
 - (c) is not unsightly or detrimental to the general amenity of the neighbourhood;
 - (d) does not permit or allow the land or premises, including immediately adjacent nature strip, to be kept in an untidy or unsightly condition, state or manner which is detrimental to, or detracts from, the general amenity of the neighbourhood;
 - (e) does not permit or allow the land or premises to be used for the storage of any unregistered vehicle, derelict vehicle, plant, or other equipment which are detrimental to or detract from the general amenity.
 - (f) does not permit or allow more than two unregistered vehicles, derelict vehicles, plant, or other equipment which are detrimental to, or detract from, the general amenity of the neighbourhood;
 - (g) does not permit or allow any land or premises to be a haven for uncontrolled vermin, noxious weeds or insects which constitutes or is likely to constitute a danger, hazard or nuisance to any person or property; or
 - (h) does not permit or allow the use of any land or premises for the storage of any materials or other substances which is dangerous or likely to cause danger to life or property.
- (2) In determining whether land is dangerous or unsightly, an Authorised Officer may have regard to whether:
 - (a) there are any materials or substances on the land that are kept in such a way that they may be flammable or explosive;
 - (b) the way in which the land is kept, or items are stored on the land may constitute or contribute to it being a health hazard;
 - (c) the condition of the land, or any part of it, may promote the presence of vermin and pests;
 - (d) the appearance of the land is one of neglect and is out of character with other land in the vicinity; or
 - (e) any other factor which in the opinion of the Authorised Officer renders the land to be dangerous or unsightly.

3.2 Vegetation

An owner or occupier of land must not allow any vegetation on that land, to grow in such a manner which:

- (a) overhangs onto or over the footpath or road to an extent where it impedes or obstructs its reasonable use;
- (b) obstructs traffic signage or impairs the vision of a person travelling along a road adjacent to the land; or
- (c) otherwise interferes with the safe and convenient use of the footpath or road adjacent the land.

3.3 Dilapidated Buildings

The owner of land, which contains any building or other structure which is unoccupied, unfit for occupation or normal use, or is not occupied most of the time, must:

- (a) not permit or allow any structure to become dilapidated or further dilapidated;
- (b) take all reasonable steps to secure the building and land from unauthorised access, including, if required, secure fencing, more adequate locks, and any other security options;
- (c) take reasonable steps to prevent or remedy the land from being a haven for regular anti-social or unlawful behaviour by unauthorised persons;
- (d) maintain any building in a state of good repair and appearance, including undertaking temporary repairs as required to ensure on-site safety and security and to avoid the appearance of neglect out of character with other allotments in the vicinity; and
- (e) not allow any graffiti to remain on any building, wall, fence, post or other structure or object erected on that land.

3.4 Burning in the Open Air

- (1) In addition to the requirements in the *Country Fire Authority Act 1958* a person must not, without a permit, light a fire on Council land or on a road except where:

- (a) the fire is in a permanent or portable barbecue being used for cooking food; or
- (b) the fire is lit by an officer, employee, or authorised agent of a public authority in the course of their duty.

NOTE: During the declared fire danger period, open air burning and burning incinerators are regulated by permit requirements and other provisions contained in the Country Fire Authority Act 1958. The Municipal Fire Prevention Officer of Council is authorised under that Act to issue permits during that period. Lighting a fire on a day of Total Fire Ban is an offence under that Act.

3.5 Nuisance from Open Air Burning and Incinerators

(1) A person who has lit a fire in the open air, or the owner or occupier of the land on which the fire is lit, must ensure that the fire, including in an incinerator:

- (a) is not offensive or a nuisance to another person in the vicinity or beyond the property boundary;
- (b) does not cause a hazard to a person's health;
- (c) does not have an adverse impact on visibility beyond the property boundary, in reducing the visibility of motorists and other users of a public road;
- (d) does not create a hazard on or near a public road;
- (e) the fire or use of the incinerator is supervised by an adult at all times;
- (f) the vegetation to be burnt is dead and dry prior to lighting it; and
- (g) at the site of the fire, the wind speed must not exceed fifteen kilometres an hour (8 knots).

(2) For the purpose of sub-clause (1):

A person must not light or allow a fire to remain lit on land or in an incinerator owned or occupied by them regardless of whether they lit the fire, if the fire contains any of the following materials:

- (a) green or wet materials;
- (b) non timber based building materials;
- (c) rubber or plastic, including plastic mulch, plant pots and packaging materials;
- (d) furnishings and carpet;
- (e) manufactured chemicals;
- (f) petroleum or oil products;
- (g) paint, including any container in which paint is kept;
- (h) food waste;
- (i) manure and straw;
- (j) household waste;
- (k) other offensive, noxious, or toxic matter; or
- (l) animals or animal parts.

Size of land	Permit requirement	Conditions requirement
Less than 2,000 square metres	Not allowed	Not allowed
2001-4,000 square metres	Permit required	With conditions
4,001-40,000 square meters	No permit required	With conditions
Above 40,000 square meters	No permit required	With conditions

3.6 Burning in the Open Air – Land 2,000 Square Metres or Less

A person must not light or allow a fire to be lit in the open air on land owned or occupied by them regardless of whether they lit the fire, where the land size is 2,000 square metres or less.

3.7 Burning in the Open Air – Land 2,001 Square Metres or Less Than 4,000 Square Metres

- (1) A person must not, without a permit, light a fire in the open air on land, including in an incinerator, or allow such a fire to be lit on land owned or occupied by them regardless of whether they lit the fire, where the land size is over 2,001 square metres and is equal to or less than 4,000 square metres.
- (2) Exemptions
 - (a) a barbecue, pizza oven or other properly constructed appliance while it is being used for cooking food;
 - (b) a fire in a brazier, chimenea or fire pit while it is being used for heating;
 - (c) a tool of trade while being used for the purpose for which it was designed;
 - (d) a fire lit during the course of duty by a member of a fire and emergency services agency; or
 - (e) a fire where Council has granted a permit because it considers that the specific circumstances of the case enable it to provide an exemption.

3.8 Burning in the Open Air – Land Above 4,001 Square Metres up to 40,000 Square Metres

A person may light a fire in the open air on land, including in an incinerator, or allow such a fire to be lit on land owned or occupied by them regardless of whether they lit the fire, where the land size is above 4,001 square metres and is equal to or less than 40,000 square metres, provided that:

- (a) the fire is lit or allowed to remain alight not before 8am or after 6pm on any day;

- (b) no more than three cubic metres of vegetation is burnt at any one time;
- (c) the fire is not within fifty metres of any neighbouring dwelling.

3.9 Burning in the Open Air – Land 40,001 Square Metres or above

(1) A person may light a fire in the open air on land, including in an incinerator, or allow such a fire to be lit on land owned or occupied by them regardless of whether they lit the fire, where the land size is 40,001 square meters or above, provided that:

- (a) no more than one hundred cubic meters (e.g. five metres wide x 5 metres long x 4 metres high) of vegetation is burnt at any one time;
- (b) the fire is not within one hundred metres of any neighbouring dwelling; and
- (c) the fire is lit or allowed to remain alight in accordance with clause forty-five of the CFA Act 1958

(2) Where a person wants to burn in the open air under this clause and the requirements in subclause (1) cannot be complied with, a person must obtain a permit.

3.10 Issue of Permits to Burn

- (1) The Council or an Authorised Officer may issue an open-air burning permit with conditions or refuse to issue a permit based on the specific circumstances of the matter having regard to:
 - (a) the size of the land;
 - (b) the ability of the landowner to remove the vegetation via more appropriate methods;
 - (c) the proximity to other landowners and risk of smoke nuisance; or
 - (d) any other relevant thing.
- (2) A person who undertakes open air burning for which Council or an Authorised Officer has issued a permit, must comply with the conditions on the permit.

3.11 Motorised Recreation Vehicles

- (1) A person may use or allow others to use, a motorised recreation vehicle on land owned or occupied by them provided that:
 - (a) the land is two hectares or greater in size;
 - (b) the land is not located in a Residential zoned area under the Central Goldfields Planning Scheme;
 - (c) it is possible to maintain a 50-metre distance from where the motorised recreation vehicle is being used and any neighbouring dwelling;
 - (d) no more than four motorised recreation vehicles are used at any one time on land that is twenty hectares or less in size;
 - (e) no more than six motorised recreation vehicles are used at any one time on land that is greater than twenty hectares;
 - (f) the motorised recreation vehicle is fitted with a spark arrester and a muffler that effectively reduces external noise emanating from that vehicle;
 - (g) the motorised recreation vehicle is only used between 10am to 6pm Monday to Saturday or between 1pm to 4pm on Sundays and public holidays;
 - (h) in the opinion of an Authorised Officer, the use of the motorised recreation vehicle does not create a nuisance because of sound, smell, dust, smoke, soil erosion or any other factor that causes a nuisance; and
 - (i) the day of use has not been declared a Total Fire Ban Day under the *Country Fire Authority Act 1958*.

3.12 Heavy Vehicles

- (1) A person must not,
 - (a) park, store or repair or allow another person to park, store or repair a vehicle over 7.5 metres in length (including any trailer and fittings) and/or a vehicle with a gross vehicle mass in excess of 4.5 tonnes on private land, which is in a residential area.
 - (b) Heavy or long vehicles cannot be parked on a road in a built-up area for longer than one hour unless: parking signs say that it is allowed, or the driver is picking up or setting down goods (long vehicle means a vehicle that, together with any load or projection, is 7.5 metres long, or longer. Heavy means 4.5 Tonnes or over).
- (2) A person must not park, store or repair a heavy vehicle or a long vehicle on land in a residential zone that is 2,000 square meters or less in size.
- (3) A person must not, without a permit, park, store or repair a heavy vehicle or a long vehicle on land in a residential zone that is 2,001 square meters or greater in size.

- (4) Irrespective of whether a permit is required under this clause, a person must not cause a nuisance to any other person by parking, storing, or repairing a long vehicle on land in a residential zone.

(1) Camping, Caravans, and Motorhomes

- (2) A person must not, without a permit, camp on, leave or occupy a caravan or motorhome on a road or Council land other than in an area designated by Council for that purpose or where the use is specifically authorised under the Planning Scheme.
- (2) A person may camp on, leave, or occupy a caravan ,motorhome on land which contains a habitable dwelling provided that:
 - (a) adequate sanitary facilities are provided for any occupant of the caravan, motorhome, or person camping.
 - (b) the caravan, tiny home or motorhome is sited on the land so that it does not adversely affect the occupants of other properties; and
 - (c) the caravan, or motorhome is only for private use and not commercial purposes.
- (3) A person must not, without a permit, leave or occupy a caravan, or motorhome, or camp on land which does not contain a habitable dwelling.

3.14 Domestic Garbage and Recycling

- (1) An owner or occupier of land to which Council provides a bin and collection service for domestic waste must:
 - (a) deposit all refuse generated on the land into the bin provided by the Council;
 - (b) wrap waste to minimise windblown litter at the disposal facility;
 - (c) when in a residential zone, place the bin for collection on the nature strip or the kerb as advised by the Council not more than 24 hours before collection;
 - (d) ensure that the bin's lid is closed at all times;
 - (e) keep the bin in a clean, inoffensive, and sanitary condition;
 - (f) return the bin to the land as soon as possible after collection but no later than 24 hours after collection;
 - (g) remove any litter from a road or Council land which has spilled from the bin supplied to the land; and
 - (h) ensure that the land on which the bin is kept is adequately drained and kept in a clean, sanitary, and inoffensive condition; and comply with any requirements that the Council applies to the waste collection service.

(2) An owner or occupier of land must not:

- (a) place for collection any refuse other than in a garbage or recycling bin;
- (b) place for collection more than one garbage bin and one recycling bin unless permitted by the Council; or
- (c) damage any garbage or recycling bin.

3.15 Storing Machinery Materials, Goods or Vehicles on Land

A person must obtain a permit to store or to assemble or dismantle machinery, vehicles or second-hand goods or materials. The requirement to obtain a permit does not apply if:

- (a) the use is specifically authorised in the Planning Scheme, or a permit has been granted under the Planning Scheme;
- (b) the use is for recreational purposes and is not conducted for:
 - (i) financial gain; and
 - (ii) not stored in a way that is unsightly or detrimental to the general amenity of the neighbourhood; or
- (c) the use is established within normal or other lawfully established commercial activities.

3.16 Shipping Containers

A person must not, without a permit, place or allow to be placed a shipping container on any land in a residential zone, unless:

- (a) it is permitted under the Planning Scheme; or
- (b) a building permit has been issued under the *Building Act*.

3.17 Charity Collection Bins

- (1) A person must not, without a permit, place or allow the placement of a charity collection bin in a public place.

PART 4 – ANIMALS

4.1 Animals Keeping

An owner or occupier of land must not, without a permit, keep or allow to be kept, either permanently or temporarily, any more in number for each type of animal than as set out in the table below:

Type of animal	Maximum allowance
Dogs	Two allowed on land less than four thousand square metres (1 acre). Four allowed on land 4001 square metres or greater in size <i>Note: Planning controls may apply.</i>
Cats	Two allowed on land less than four thousand square metres (1 acre). Four allowed on land 4001 square metres or greater in size. <i>Note: Planning controls may apply.</i>
Small animals (rabbits, Guinea pigs, ferrets, and rodents)	Six allowed on land less than four thousand square metres (1 acre). A permit is required for more than six on land 4001 square metres or greater in size <i>Note: Planning controls may apply.</i>
Poultry (other than roosters and peacocks)	Ten poultry on land less than two thousand square metres (0.5 acre) Fifteen poultry on land between 2001 square metres and 10,000 square metres (2.5 acres) Over 10,001 square metres planning controls may apply
Roosters and Peacocks	Zero allowed on land less than four thousand square metres (1 acre) A permit is required on land 4001 square metres (1 acre) or greater in size. <i>Note: Planning controls may apply.</i>
Pigs (including piglets)	Zero allowed on land less than 10,000 square metres (2.5 acres) Permit is required for pigs on land from, 10,001 square meters to 40,000 square metres (10 acres) Above 40,000 square metres planning controls may apply .
Farm Animals	Zero allowed on land less than 4,000 square metres (1 acres) Three in total allowed on land more than 4001 square meters to 10,000 square meters

	<p>Permit is required on land from, 10,001 square meters to 40,000 square metres (10 acres)</p> <p>Above 40,000 square metres planning controls may apply.</p>
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4.2 Keeping Excess Animals

- (1) Unless permitted under the Planning Scheme, an owner or occupier of land must obtain a permit to keep or allow to be kept on land, any more of each species or group of animals than is specified in the table under 4.1.
- (2) A permit issued under sub-clause (1) is valid for the animals named in the permit at the address stated in the permit. A new permit is required if:
 - (a) any additional animals are acquired; or
 - (b) the animals are moved to a new address within the municipal district. Standard Permit conditions
- (3) In addition to any other permit conditions required by Council, the standard conditions for a permit allowing an excess number of animals to be kept must require:
 - (a) the permit holder to comply with any applicable condition or standard imposed by the Planning Scheme now or in the future.
 - (b) that poultry or animal housing is located on the property so that the amenity of the area or other premises is not affected by nuisance, noise or odour experienced because of proximity of the poultry or animal housing.
 - (c) the permit holder to only construct or use poultry or animal housing that, in the opinion of an Authorised Officer, has adequate roofing, drainage, is rat proof and has a floor paved with impervious material; and
 - (d) all poultry and animal housing to be maintained so that it does not cause a nuisance or offensive conditions or harbour vermin.
- (4) A permit for the keeping of excess numbers of animals is valid for the life of those animals originally permitted.

4.3 Animal Housing

- (1) A person providing housing for animals kept on land must ensure that a nuisance or offensive condition is not caused to adjoining land and that the animal housing is:
 - (a) constructed and maintained to the satisfaction of the Authorised Officer;

- (b) kept clean and sanitary at all times;
 - (c) located at a distance from dwellings on other land to the satisfaction of the Authorised Officer; and
 - (d) located at a distance from property boundary to the satisfaction of the Authorise Officer.
- (2) An owner or occupier of land where animals are kept must ensure that food provided for animals is kept in fly and vermin proof buildings or containers other than baled , rolled sheaf hay or silage.
- (3) An owner or occupier of land where animals are kept must ensure that the land is kept free of materials, refuse and vegetation that may harbour or attract rats, mice, or other vermin,
- (4) A person must not feed or encourage the presence of feral, stray or pest animals or allow such animals access to food on the land on which the animals are kept.

4.4 Adequate Fencing

An owner or occupier of any land on which an animal is kept must ensure that the land is adequately fenced so as to prevent the animal's escape from the land.

4.5 Animal Excrement

A person in charge of an animal other than livestock must:

- (a) not permit the excrement of the animal to remain in a public place; and
- (b) carry a device suitable for the immediate removal of any excrement that may be deposited by the animal.

4.6 Pests, Stray Animals and Wildlife

- (1) An owner or occupier of land must not feed or encourage the presence of pest animals, stray animals, wild birds, or foxes on that land.
- (2) A person without a permit must not feed ducks, swans, and other wild birds in public places.

4.7 Wasps and Bees on Private Land

- (1) An owner or occupier of land must ensure that any English or European wasps nesting on the land are destroyed.
- (2) An owner or occupier of any land who keeps bees on that land must do so in accordance with the planning scheme and the relevant Apiary Code of Practice.

- (3) The owner or occupier of any land must ensure that any feral European honey beehive is destroyed or must ensure that any feral European honeybees that are swarming on the land and are considered by an Authorised Officer to be causing a nuisance to any person, are removed from the land

PART 5 - LIVESTOCK

5.1 Grazing and Driving Livestock

- (1) A person must not, without a permit, move or drive any livestock in public place unless the livestock are being:
 - (a) moved in order to travel a reasonable distance within the municipality from one property to another,
 - (b) relocated by an authorised officer,
 - (c) relocated in an emergency to avoid or minimise danger; or
 - (d) moved in accordance with VicRoads guidelines.
- (2) A person must not, without a permit, graze any animal or stock on a road reserve.

PART 6 – ADMINISTRATION

6.1 Permits, Fees & Delegations

- (1) An application for a permit under this Local Law must be in a form approved by Council and accompanied by the appropriate fee as prescribed by Council.
- (2) Council may require an applicant to supply additional information or to give public notice of the application.

6.2 Applying for a permit

- (1) A person who wishes to apply for a permit may do so by:
 - (a) lodging with Council an application that contains any information required by this Local Law; and
 - (b) paying to Council the appropriate fee.
- (2) An applicant may be requested to provide additional information before an application for a permit or for exemption is dealt with.
- (3) Council may require a person making an application for a permit to give public notice which will entitle any person to make a submission and to be heard.

6.3 Fees & Charges

- (1) Council may, from time to time, by resolution determine security bonds, fees, and charges for the purposes of this Local Law.
- (2) In determining any security bond, fees and charges Council may establish a system or structure of fees and charges, including a minimum or maximum fee or charge, if it considers it is appropriate to do so.
- (3) Council may wave, reduce, or alter a fee or charge with or without conditions.

6.4 Issue of permits

Where Council receives an application for a permit, Council may:

- (a) issue a permit in the approved form with or without conditions; or
- (b) refuse to issue a permit.

6.5 Duration of permits

- (1) Subject to a specific clause in this local law, a permit is in force until the expiry date indicated on the permit, unless it is cancelled before the expiry date.
- (2) If no expiry date is indicated on the permit, the permit expires the following day after it was issued?

6.6 Conditional Permits

- (1) A permit may be issued which contains conditions considered to be appropriate in the circumstances including (but not limited to) the following:
 - (a) the payment of a fee or charge;
 - (b) the payment of a security bond, other bond or guarantee to Council to secure the proper performance of conditions on a permit or to rectify any damage caused to Council assets as a result of the use or activity allowed by the permit;
 - (c) a time limit to be applied specifying the duration, commencement or completion date;
 - (d) that the applicant be insured against the risk and to provide a written indemnification of Council against liability arising from the activity or use;
 - (e) the rectification, remedying or restoration of a situation or circumstance;
 - (f) where the applicant is not the owner of the subject property, the consent of the owner; and
 - (g) the granting of some other permit or authorisation. Standard conditions presumptively imposed
- (2) Unless Council decides otherwise, a permit must contain the standard conditions contained in any relevant incorporated document. Conditions to be set out in permit
- (3) The conditions of a permit must be set out in the permit.
- (4) An authorised officer may, during the currency of a permit, amend the conditions of a permit if he or she considers it to be appropriate to do so.
- (5) In considering whether it is appropriate to amend the conditions on the permit, an Authorised Officer must have regard to:
 - (a) the purposes for which the conditions were imposed;
 - (b) whether those purposes are adequately achieved by the current conditions.
 - (c) the impact of the proposed amendment on the permit holder and any relevant third parties; and

- (d) any other relevant matter

6.7 Process to be followed in amending conditions

- (1) If an Authorised Officer proposes to amend the conditions on a permit, they must:
 - (a) give the permit holder an opportunity to make submissions on whether the amendment should be made; and
 - (b) consider those submissions to deciding whether to amend the permit.

6.8 Cancellation of permit / Power to cancel permits

- (1) A senior officer may cancel a permit if they consider that:
 - (a) there has been a serious or ongoing breach of the conditions of the permit;
 - (b) a Notice to Comply has been issued, but not complied with within seven days after the time specified in the Notice to Comply;
 - (c) there was a significant error or misrepresentation in the application for the permit; or
 - (d) in the circumstances, the permit should be cancelled. Process to be followed in cancelling permits.
- (2) If an Authorised Officer proposes to cancel a permit, they must:
 - (a) give the permit holder an opportunity to make submission on whether the cancellation should occur; and
 - (b) consider those submissions in deciding whether to cancel the permit.

6.9 Record of Permits Must be Maintained

Council must maintain a record of permits issued and refused, including details of corrections or amendments made to permits and the reasons why a permit was cancelled.

6.10 Exemptions

- (1) An Authorised Officer may by written notice exempt any person or class of persons from the requirement to have a permit, either generally or at specified times.
- (2) In considering whether to grant an exemption under this clause, a senior officer must have regard to:
 - a) the reasons for which the exemption is sought;
 - b) the period for which the exemption is sought;

(c) whether it would be reasonable, in all the circumstances, to grant the applicant an exemption to apply for a permit;

(d) whether the grant of the exemption would be consistent with the purposes of this Local Law;

(e) any benefits or detriments that might arise from the grant of the exemption; and

(f) any other relevant matter.

(3) An exemption may be granted subject to conditions.

(4) A person must comply with the conditions of an exemption

(5) An exemption may be amended, cancelled, or corrected as if it were a permit.

6.11 Compliance with directions

A person must comply with any reasonable direction or instruction of an authorised officer, a Police Officer or an emergency service worker when requested to do so in urgent circumstances or for public safety reasons whether or not the person has a permit issued under this Local Law allowing them to do something, conduct an activity, or to occupy Council Land.

6.12 Power of Authorised Officer – Urgent Circumstances

An Authorised Officer may act to remedy any circumstance which threatens a person's life, health or property, or an animal, without serving a notice under this clause, provided that:

(a) the circumstance arises out of a person's use of a public place or failure to comply with a provision of this Local Law;

(b) the action taken is no more than the minimum reasonably necessary to remedy the urgent circumstance; and

(c) the person to whom a notice under subclause 6.3 would have otherwise been served is as soon as possible notified of the urgent circumstance and the action taken to remedy it.

6.13 Impounding

(1) An authorised officer may:

(a) impound any item that encroaches or obstructs the free use of a public place

(b) release the item to its owner on payment of a fee determined by Council, which is not to exceed an amount that reasonably represents the cost to Council of impounding, keeping, and releasing the item; and

(c) sell, destroy, dispose of, or give away the impounded item if the owner of the item has not paid the fee within 14 days of service of the notice

- (2) If Council impounds an item under this Local Law it must serve on the owner a notice in a form approved by Council as soon as possible after the impounding.
- (3) If Council impounds an item under this Local Law it must serve on the owner a notice in a form approved by Council as soon as possible after the impounding.
- (4) If the identity or whereabouts of the owner of an item impounded under this Local Law is unknown, Council must take reasonable steps to ascertain the owner's identity and/or whereabouts prior to exercising its powers under subclause 1(c).
- (5) Council is entitled to retain out of the proceeds of sale of any impounded item, its reasonable costs incurred in impounding, keeping, and selling the item.

PART 7 - ENFORCEMENT

7.1 Offences

A person is guilty of an offence if the person:

- (a) does something which a provision of this Local Law prohibits;
- (b) fails to do something which a provision of this Local Law requires to be done;
- (c) engages in activity without a permit where a provision of this Local Law requires that the person obtain a permit before engaging in that activity;
- (d) fails to comply with a condition of a permit issued under this Local Law;
- (e) fails to comply with a direction of an Authorised Officer under this Local Law;
- (f) makes a false representation or declaration or intentionally omits relevant Information in an application for a permit; or
- (g) fails to comply with Conditions of Use or a Council Sign.

7.2 Infringement Notices

- (1) Where an Authorised Officer reasonably believes that a person has committed an offence against this Local Law, the officer may issue to that person an infringement notice, in a form approved by Council, as an alternative to a prosecution for the offence
- (2) A person to whom an infringement notice has been issued must pay to Council the amount specified in the notice within 28 days.
- (3) A person to whom an infringement notice has been issued must pay to Council the amount specified in the notice within 28 days.
- (4) The amount to be paid under an infringement notice is listed in Schedule 1.

7.3 Penalties in the Magistrates' Court

A person guilty of an offence under this Local Law may be subject to a maximum penalty not exceeding twenty penalty units.

7.4 Appeals

- (1) A person may appeal to Council or a Council delegate against the decision of an Authorised Officer to issue a direction or Notice to Comply within 14 days of the direction or Notice being made.
- (2) Where an appeal is to be heard, the person appealing must do all that is necessary to cooperate in the prompt and speedy hearing of the appeal.

Schedule 1 – Infringement notice penalties

Clause	Activity	Penalty Unit
2.1	Behaviour in municipal places	2
2.2	Consumption and Possession of Alcohol	2
2.3	Street Parties, Festivals and Processions	2
2.4	Fireworks	2
2.5	Trading Activities	2
2.6	Bulk Rubbish Containers	2
2.7	Obstructions to the safe use of the road	2
2.8	Commercial Waste	2
2.9	Amenity Associated with Building Sites	5 (natural person) 10 (corporation)
2.10	Repair of Vehicles	2
2.11	Sale of Motor Vehicles	2
2.12	Noise	1
2.13	Toy Vehicles	2
2.14	Display Property Number	1
2.15	Shopping Trolleys	2
2.16	Refuse of Building Sites	3
2.17	Damaging or interfering with Roads or Municipal Places	2
2.18	Drains and storm water discharge	2
2.19	Planting on Nature Strips	2
3.1	Dangerous and Unsightly Land	3
3.2	Vegetation	2
3.3	Dilapidated Buildings	3
3.4	Burning in the Open Air	2
3.5	Nuisance from Open Air Burning and Incinerators	2
3.6	Burning in the Open Air – 2,000 sqm or less	2
3.7	Burning in the Open Air – 2001 sqm and less than 4,000 sqm	2
3.8	Burning in the Open Air- above 4001 sqm and to 40,000 sqm	2
3.9	Burning in the Open Air – Land above 40,0001 sqm	2
3.10	Issue of Permits to Burn	2

3.11	Motorised Recreation Vehicles	2
3.12	Heavy Vehicles	2
3.13	Camping, Caravans, and Motorhomes	1
3.14	Domestic Garbage and Recycling	3
3.15	Storing Machinery Materials, Goods or Vehicles on Land	2
3.16	Shipping Containers	2
3.17	Charity Collection Bins	2
4.1	Animal Keeping	2
4.2	Keeping Excess Animals	3
4.3	Animal Housing	2
4.4	Adequate Fencing	1
4.5	Animal Excrement	1
4.6	Pests, Stray Animals and Wildlife	2
4,7	Wasp and Bees on Private Land	2
5.1	Grazing and Driving Livestock	1

8.3.2 LOCAL LAW COMMUNITY IMPACT STATEMENT

General Local Law 2025

1. INTRODUCTION

Local Laws are a form of local regulation that enable Victorian Councils to put in place legislative controls that reflect the different circumstances of each municipality on matters relating to general amenity, safety and community wellbeing.

Local Laws help to protect public health, safety and amenity throughout the municipality. They are created in consultation with the community in order to meaningfully deal with local issues and meet emerging needs.

The following information is provided to the community in respect of Council's proposed General Local Law 2025.

2. THE REVIEW PROCESS

Council's current Local Law was adopted by Council on 27th October 2015. Under the *Local Government Act 2020 (LGA)*, Local Laws cease to have effect after 10 years, necessitating the adoption of a new Local Law in order to continue to protect community amenity. The proposed Local Law is being made under section 74 of the LGA and will operate throughout Council's municipal district.

This Community Impact Statement has been prepared to inform the community about the proposed Local Law and to assist any person who may choose to engage with Council as part of Council's community engagement process to understand the changes that are proposed.

Once the community engagement process has been finalised, the proposed Local Law will be further reviewed, before being presented to Council for adoption.

A copy of the proposed Local Law is provided with this Community Impact Statement.

3. OVERVIEW OF THE PROPOSED LOCAL LAW

The objectives of the proposed Local Law are:

- (a) the peace, order and good government of the municipality;

- (b) a safe and healthy environment so that the community can enjoy a quality of life that meets its expectations;
- (c) the safe and fair use and enjoyment of public places;
- (d) the protection and enhancement of the amenity and environment of the municipality; and
- (e) the fair and reasonable use and enjoyment of private land.
- (f) the uniform and fair administration of this Local Law.

In order to inform the preparation of the proposed Local Law, Council is enacting the following project tasks.

Milestones	Date
Compliance Team Review	February 22
Internal Stakeholder workshops	December 22
Draft workshop & development	June 23
Communication Plan	October 23
Community Engagement	December 23
Review feedback	December 23
1 st Draft 2025 Local Laws	February 24
Legal review (2 nd Draft)	April 24
Council Briefing - Community Feedback & Project Update	14 th May 24
Council Meeting to endorse draft for community consultation (pre-election)	July 24
Communication Plan	July 24
Community Engagement	August 24
Local Law gazetted	March 25

The following table provides a summary of the proposed main amendments to the General Local Law 2025:

No.	Excerpt from Local Law	Explanation for Inclusion / Removal
1.6	Definitions	Old version had only 13. Now contains 32 definitions which reduce ambiguity in the use of the instrument
2.1	Behaviour in Municipal Places	Provides staff with powers to approach people to resolve issues raised by the community not addressed by Victoria Police
2.2	Consumption and Possession of Alcohol	Changes to facilitate a Local Laws Permit for alcohol on Council managed land.
2.4	Fireworks	Identified gap in law
2.6	Bulk Rubbish Containers	Previous combined with industrial and commercial waste related local law
2.7	Obstructions to the Safe Use of the Road	Complaint driven law that council was previously unable to respond too.
2.8	Commercial Waste	Currently no control over amenity impacts from commercial waste and containment prior to disposal
2.10	Repair of Vehicles	Inclusion of vehicle maintenance to current law
2.11	Sale of Motor Vehicles	New law to respond to control use of public land for sale of motor vehicles.
2.13	Toy Vehicles	Clarification of external regulation of drones and e-scooters
2.15	Shopping Trolleys	New law obliging trolley owners to maintain control over the location and use of shopping trolleys
2.16	Refuse on Building Sites	New law will allow Compliance Team to improve standards within building sites
2.18	Damaging or Interfering with Roads or Municipal Places	New law controls inappropriate use of council assets for personal use.
2.20	Drains and Storm Water Discharge	Issue identified within infrastructure and compliance
2.21	Planting on Nature Strips	Obliges compliance with Council's Nature Strip Landscaping Policy
3.1	Dangerous and Unsightly Land	Expanded clauses responding to identified gaps in the current law
3.2	Vegetation	Responds to gaps in the current law for overhanging vegetation and obstruction of council assets
3.3	Dilapidated Buildings	Assists in the rectification of issues before they escalate to more complex building compliance issues.
3.4 - 3.10	Burning in the Open Air (and associated clauses)	Provides instructions to the community on what can be burnt and when. Resolves confusion over the zoning of land and applicable law.

No.	Excerpt from Local Law	Explanation for Inclusion / Removal
3.11	Motorised Recreation Vehicles	New law provides limits and controls for the use to motorised recreation vehicles on appropriate land.
3.12	Heavy Vehicles	Revised law to align with state legislation
3.13	Camping, Caravans, and Motorhomes	Provides clarity on when a permit is required for use of a caravan on private property.
3.15	Storing Machinery Materials, Goods or Vehicles on Land	New law facilitating permit triggers for second-hand trading and or recycling.
3.16	Shipping Containers	Clarifies requirements in relation to building and planning controls
3.17	Charity Collection Bins	New law triggering permit requirements for charity bins
4.1	Animal Keeping	Updated laws to set limits on maximum number of animals permitted without a permit.
4.2	Keeping Excess Animals	Improvements identified to permit system
4.3	Animal Housing	Revised law increases clarity of expectation on animal owners.
4.6	Pests, Stray Animals and Wildlife	New laws to control proliferation of animals
4.7	Wasps and Bees on Private Land	Expanded law for greater clarity.
6	Administration	Improved permit application information, process, fees and charges, conditions, amendments and exemptions
N/A	Dogs in Public Places	Law removed entirely

4. COMMENTS ON THE PROPOSED LOCAL LAW

Measuring Success	<p>Council will measure the success of the proposed Local Law by –</p> <ul style="list-style-type: none"> • recording levels of compliance and non-compliance; • comparing levels of compliance with previous data collected by Council; • monitoring complaints and customer service requests; • assessing the resources required to administer and enforce the Local Law; and • considering any responses received from the community as part of Council's community satisfaction survey ratings.
Existing Legislation	<p>The LGA gives Councils broad powers to make local laws for or with respect to any act, matter or thing in respect of which the Council has a function or power under legislation.</p> <p>The Local Law will supplement existing State legislation administered and</p>

	<p>enforced by Council whilst addressing matters within Council's functions and powers.</p>
State Legislation more appropriate	<p>In circumstances where Council has considered that State legislation is more appropriate to deal with particular issues, clauses have been removed in favour of relying on State legislation.</p> <p>The proposed Local Law does not contain any clauses where it is considered that State legislation alone would provide a more appropriate response to the issues concerned.</p>
Overlap of existing legislation	<p>Council believes the provisions of the proposed Local Law supplement State legislation without duplicating, overlapping or creating any inconsistency.</p>
Overlap of Planning Scheme	<p>Council does not consider any provision of the proposed Local Law overlaps, duplicates or creates an inconsistency with the Planning Scheme.</p> <p>The proposed Local Law is subordinate to the Planning Scheme.</p>
Risk Assessment	<p>Council has adopted a risk management approach to the review and development of the proposed Local Law, particularly with respect to the introduction of new clauses.</p> <p>Council does not consider that there are any risks associated with the proposed Local Law.</p>
Legislative approach adopted	<p>Council believes in the minimum imposition on the community with Local Laws. The proposed Local Law reflects this approach by providing for:</p> <ul style="list-style-type: none"> • reasonable penalties; • minimum possible number of provisions which create offences; • where possible, provision for permits rather than prohibition of activities; • reasonable and appropriate permit conditions which will be relied on if a decision is made to issue a permit under the Local Law; and • reasonable enforcement procedures including provision for the giving of warnings where appropriate and the exercise of the officers' discretion. <p>Council has ensured that the proposed Local Law is expressed plainly and unambiguously and in a manner which is consistent with the language of the enabling Act and in accordance with modern standards of drafting applying within Victoria.</p> <p>The Local Law has also been drafted in compliance with the Local Law requirements contained within s.72 of the LGA.</p> <p>In addition, the proposed Local Law:</p>

	<ul style="list-style-type: none"> • does not make unusual or unexpected use of the powers conferred by the Act under which the local law is made having regard to the general objectives, intention or principles of that Act; • does not embody principles of major substance or controversy or contain any matter which principles or matter should properly be dealt with by an Act and not by subordinate legislation; • does not unduly trespass on rights and liberties of the person previously established by law; • does not unduly make rights and liberties of the person dependent upon administrative and not upon judicial decisions; • is not inconsistent with principles of justice and fairness; and • does not duplicate, overlap or conflict with other statutory rules or legislation.
Penalties	<p>The penalties applying to all existing and new clauses were considered and reviewed.</p> <p>The penalty amounts stated in the proposed Local Law are designed as a deterrent and are considered appropriate. They have been intentionally scaled to reflect the impact of the offence on the community and the prevalence of this type of offending.</p> <p>A distinction has been made between offences committed by individuals and bodies corporate with the latter imposing higher penalties where stated.</p> <p>Council is satisfied that the included penalties are consistent in nature and amount with like and neighbouring municipalities.</p> <p>Due to changes in legislation, a penalty unit under the proposed Local Law is set by the State Treasurer and reviewed annually.</p> <p>Currently, a penalty unit in Victoria is valued at \$192.31.</p>
Permits	<p>A number of provisions in the proposed Local Law require permits for various activities to be obtained. This practice is consistent with the general approach to the issuing of permits within the Local Government sector.</p>
Fees	<p>Council will set any fees that are payable under the Local Law annually as part of the budget process. Council also has the discretion to waive, reduce or defer payment of fees and charges in whole or in part, with or without conditions.</p>
Performance standards or prescription	<p>Where appropriate and possible, Council has adopted a performance-based approach to Local Law provisions.</p> <p>All enforcement will be undertaken having regard to and seeking guidance from Council's Enforcement Policy which encourages the exercise of officer discretion.</p> <ul style="list-style-type: none"> • CGSC Community and Compliance Enforcement Policy 2021

Comparison with neighbouring Councils	<p>In drafting the proposed Local Law, Council examined the local laws of the following neighbouring Councils:</p> <ul style="list-style-type: none"> • Macedon Ranges Shire Local Laws 2023 • Mount Alexander Local Laws 2020 • Hepburn Shire Local Law No 2 2020 <p>The purpose of conducting this exercise was to assess the similarities and differences between the Councils so as to ensure a best practice approach was adopted in the drafting of Council's proposed Local Law.</p>
Charter of Human Rights & Responsibilities	<p>Council regards the Victorian Charter of Human Rights and Responsibilities as an important reference in the development of Local Laws to ensure that such laws do not encroach upon a person's basic human rights, freedoms and responsibilities.</p> <p>As a public authority, Council appreciates its obligation to ensure that Local Laws are interpreted and applied consistently with human rights.</p> <p>Council has assessed the proposed Local Law for compatibility with the Charter and has found that there are no inconsistencies.</p>
Community Engagement	<p>An engagement process will be undertaken in accordance with Council's Community Engagement Policy following the release of the draft Local Law to the community.</p>

8.4 DRAFT CENTRAL GOLDFIELDS EVENT STRATEGY

Author: Coordinator Events and volunteer Development

Responsible Officer: General Manager Community Wellbeing

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to provide a report to Council on Draft Central Goldfields Events Strategy (2024-2028) and outline the process to go out for community consultation.

Feedback gathered from this consultation will be considered in finalising the strategy.

Once the strategy incorporates community input, it will be presented to Council for adoption at a future Council Meeting.

RECOMMENDATION

1. endorse the Draft Central Goldfields Events Strategy (2024-2028) for community consultation
2. Make the Draft Central Goldfields Events Strategy (2024-2028) available for community feedback on Council's Engage website

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 – Our Community's Wellbeing

The Community's vision 1. Socially connected, creative, inclusive, healthy, and safe 'all ages' friendly communities

BACKGROUND INFORMATION

In 2019 Central Goldfields Shire Council developed the 2020-2025 Tourism and Events Strategy to provide clear vision and action plan for growing the Central Goldfields tourism industry.

A Key Theme of this strategy is to 'Develop and Enhance Events and Festivals,' identifying the need for more active promotion of existing events, and the development of new events which encourage community participation and draw visitors to the Shire. Attracting and enhancing the right events should be a key consideration across the Shire, focused on events which align to the Shire's existing strengths that appeal to key target markets.

One of the Transformative Projects identified was *Events Tiering & Funding Criteria Development to assess new and existing events against key objectives*

Prior to the Pandemic in 2020 the shire hosted around thirty-one events annually, eleven of these were classified as key events, attracting significant visitation to the region.

During the Pandemic events dropped to a low of four for 2020.

Since 2022, confidence has increased, and people are returning to a 'normal' life once again, with more events on the calendar.

Increasingly the demands for Council services, support, and complex compliance requirements have made it clear that we need a structured approach to managing events.

In response to the challenges, the Central Goldfields Shire Council has initiated the development of an Events Strategy.

The strategy aims to bring focus specifically to events and address the needs of the community while ensuring efficient use of resources and compliance with regulatory requirements.

Central Goldfields Tourism & Events Strategy
2020-2025

** Central Goldfields Events Strategy
2024-2027

** This is the strategy highlighted in this report

REPORT

To ensure that events within the Shire align with our community's evolving needs, values and expectations, the draft Events Strategy (Strategy) has been developed.

The Strategy is designed to establish consistency across all areas of events including support, planning and execution.

The Draft Events Strategy will unify our vision and enhance our ability to support community and tourism events through effective models and infrastructure, thereby attracting external funding and resources to enrich our event offering through the following:

1. A strategic approach to facilitate high quality events across Central Goldfields

- 1.1 Provides a roadmap for how we can deliver on a shared vision for festivals and events across the Shire.
- 1.2 Identifies and capitalises on key opportunities to leverage regional partnerships for coordinated event development and promotion.
- 1.3 Addresses the gaps and opportunities in the events programme to support social, cultural, and economic priorities.
- 1.4 Explores and leverages alternative funding channels, partnerships, sponsorship, and grants opportunities that can enhance event sustainability and growth.

2. Clear and consistent model for supporting community events

- 2.1 Optimises the allocation of our resources and support including direct delivery of significant civic events and the flagship Energy Breakthrough, while also fostering partnerships and providing assistance to events which are delivered by community and external presenters.
- 2.2 Explores and implements opportunities for streamlining and enhancing administrative and compliance processes with a focus on making these more user-friendly and efficient for external and community event presenters.
- 2.3 Establishes a comprehensive framework for measuring and evaluating the effectiveness of our support for and delivery of events.
- 2.4 Clarifies our role in marketing and promotion of externally presented events when these strongly align with our priorities.

Diverse and fit for purpose event infrastructure

- 3.1 Provides event organisers with a clear understanding of venue options and necessary regulatory considerations.

CONSULTATION/COMMUNICATION

Consultation for this strategy is being undertaken in two stages.
Stage 1 consultation was undertaken to help inform the draft strategy.

This included:

- A Council briefing session to explain the Event Strategy development process and learn Council views on support for tourism and community events
- Two facilitated workshops with council staff from departments including Community Partnerships, Compliance, Communications, Emergency Management, Building, Environmental Health, OH&S, Waste, Sustainability and Visitor Services.
- One-to-one meetings with key event stakeholders to gain their views and priorities related to the development of events in the region
- An Online Event Survey distributed directly to forty-two local event stakeholders and promoted to the community across Central Goldfields Shire, with fifty-nine responses received.

Stage 2 consultation will seek feedback on the draft strategy from the broader community. Feedback gained through this process will be considered to inform the final strategy.

FINANCIAL & RESOURCE IMPLICATIONS

The draft Strategy will be implemented by Council staff as part of their ongoing roles and activities.

Some actions in the draft strategy may have implications for future budgets.

Should the strategy be adopted any funding requirement outside normal operational budget will be considered as part of the normal budget process and presented to Council as required.

RISK MANAGEMENT

This report addresses Council's strategic risk Governance - Failure to transparently govern and embrace good governance practices by ensuring the Events Strategy clearly articulates Council's support for events that meet community expectations.

CONCLUSION

The Draft Central Goldfields Events Strategy (2024-2028) has been developed through a process of research, analysis, and consultation. It provides direction and clarity, ensuring that future events are strategically aligned with community needs.

After input from Councillors, the Draft Strategy will be publicly advertised during July/August to gather feedback from community and stakeholders.

The final version of the Strategy will then be presented to the Council for endorsement in September 2024.

ATTACHMENTS

8.4.2 Draft Central Goldfields Events Strategy (2024-2028)

8.4.1

DRAFT EVENTS STRATEGY (2024-2028)

Contents

MAYOR INTRODUCTION	2
VISION AND STRATEGIC DIRECTIONS	3
VISION	3
STRATEGIC DIRECTIONS	3
OUR FOCUS	4
SETTING THE SCENE	5
STRATEGIC ALIGNMENT	5
BUILDING ON A STRONG FOUNDATION: Enhancing Events in Central Goldfields Shire	6
TYPES OF EVENTS	7
WHAT WE HEARD	9
OUR ROLE AND THE ROLE OF COMMUNITY	10
HOW ARE EVENTS CURRENTLY SUPPORTED?	10
HOW WE WILL GET THERE	12
A STRATEGIC APPROACH TO ATTRACTING AND SUPPORTING HIGH QUALITY EVENTS ACROSS CENTRAL GOLDFIELDS	12
CLEAR AND CONSISTENT MODEL FOR SUPPORTING COMMUNITY AND TOURISM EVENTS	12
DIVERSE AND FIT FOR PURPOSE EVENT INFRASTRUCTURE	12
ACTION PLAN	13
APPENDIX ONE – STRATEGIC FRAMEWORK FOR EVENTS	17
APPENDIX TWO – CONSULTATION	19
APPENDIX THREE – SAMPLE OF EVENTS HOSTED IN CENTRAL GOLDFIELDS	20
APPENDIX THREE – EVENT VENUES	21

MAYOR INTRODUCTION

VISION AND STRATEGIC DIRECTIONS

The Events Strategy has been developed to ensure that Council's support for events aligns with the community's broader goals and contributes to social, economic, and cultural priorities.

For the purposes of this Strategy an event is a planned public occasion of any size, ranging from small community gatherings to large-scale festivals, where people come together for a specific purpose, such as celebrating, educating, entertaining, or promoting a cause. Beyond their primary objective, events can play a significant role in fostering social, cultural, and economic benefits. Events can facilitate community connectedness by creating occasions where individuals can interact, build relationships, and strengthen social networks. Events often contribute to the awareness and appreciation of shared histories, values, and significant places within a community. They contribute to the local economy through creating more attractive places and drawing visitors to towns and communities.

This Strategy does not include weddings, conferences, private functions, or regular user group activity such as sport.

The Strategy is designed to clarify and establish consistency across all areas of our support for events including planning and delivery.

VISION

Our vision is to support a thriving community, cultural and visitor scene in Central Goldfields Shire. We will achieve this by sustaining a range of current events and encouraging and attracting new initiatives that complement the current offer.

We also aim to present and support diverse, inclusive events that celebrate our community's unique culture, fostering connection and shared experiences and promoting our strengths to visitors from across the region and beyond.

STRATEGIC DIRECTIONS

Events are a central focus for our community and consistently emerge as a key priority through community engagement and planning processes. Our Community Township Plans demonstrate the importance of events to our residents, local groups and businesses who express a strong desire for diverse and inclusive events that celebrate local culture and foster social connections.

Our strategic focus on events reflects a commitment to enhancing the quality of life for our residents by providing vibrant, culturally rich experiences and contributing to our visitor economy.

By integrating the value of events as part of community planning, we commit to ensuring that these gatherings continue to be a cornerstone of community life, reinforcing the Shire's identity as a dynamic and connected place to live and visit.

- 1. A strategic approach to attracting and supporting high quality events across Central Goldfields**

Our shared vision, supported by effective partnerships, programs and policies, will help us attract external funding and resources to enhance our events.

- 2. A clear and consistent model for supporting community and tourism events**

We will strengthen the efficiency and effectiveness of our administration, support and advice for events provided by community and external presenters.

3. Diverse and fit for purpose event infrastructure

We will plan, provide, and advocate for indoor and outdoor infrastructure which supports a range of indoor and outdoor community, cultural, and sporting events.

OUR FOCUS

1. A strategic approach to facilitating high quality events across the Central Goldfields

- 1.1 Provides a roadmap for how we can deliver on a shared vision for festivals and events across the Shire.
- 1.2 Identifies and capitalises on key opportunities to leverage regional partnerships for coordinated event development and promotion.
- 1.3 Addresses the gaps and opportunities in the events programme to support social, cultural, and economic priorities.
- 1.4 Explores and leverages alternative funding channels, partnerships, sponsorship, and grants opportunities that can enhance event sustainability and growth.

2. Clear and consistent model for supporting community events

- 2.1 Optimises the allocation of our resources and support including direct delivery of significant civic events and the flagship Energy Breakthrough, while also fostering partnerships and providing assistance to events which are delivered by community and external presenters.
- 2.2 Explores and implements opportunities for streamlining and enhancing administrative and compliance processes with a focus on making these more user-friendly and efficient for external and community event presenters.
- 2.3 Establishes a comprehensive framework for measuring and evaluating the effectiveness of our support for and delivery of events.
- 2.4 Clarifies our role in marketing and promotion of externally presented events when these strongly align with our priorities.

3. Diverse and fit for purpose event infrastructure

- 3.1 Provides event organisers with a clear understanding of venue options and necessary regulatory considerations.

SETTING THE SCENE

In recent years, our community has witnessed a surge in the diversity and scale of events presented by both the community and external organisers. These contribute significantly to the vibrancy and connectedness of our area, promoting local strengths and attracting visitors. Recognising the pivotal role that events play in fostering community spirit and boosting the visitor economy, the need for a comprehensive Events Strategy has become increasingly apparent.

During the Pandemic from 2020 to 2022, the viability of events faced enormous challenges, including cancellations, loss of volunteers, significant increases in operational costs, and increasing compliance requirements. The impact on some events continues to be felt even though there has been widescale return to most activities.

Each year, between 50 and 60 events are presented in Central Goldfields. Since the end of the Pandemic, there has been a steady increase in key events which draw significant visitation to the region, with around fifteen of these presented in 2023. These events are delivered by Council, local community groups and commercial event organisers, and range from small location-specific activations to significant events that attract thousands of visitors to key sites and destinations.

Despite a common perception that organising events is straightforward, the reality is that ensuring their success is a complex and multifaceted undertaking no matter the size of the event. This process demands careful planning, coordination, and management, involving numerous logistical challenges, such as securing permits, coordinating with vendors, managing budgets, and ensuring the safety and enjoyment of all participants.

The Strategy sets the stage for a comprehensive approach to strategic planning, recognising the capacity and resources available to sustain events over the longer term.

STRATEGIC ALIGNMENT

The importance of events to our community

We know that events are a top priority for our community because of the benefits that they bring. In particular, communities recognise the benefits of connection and social cohesion and the economic benefits that events deliver both in Maryborough and our smaller towns. Consequently, supporting events is strongly reflected in our strategic priorities:

	REGIONAL/COUNCIL STRATEGY AND PLANS	HOW THIS RELATES TO EVENTS STRATEGY
Economic	<ul style="list-style-type: none"> CGSC – Economic Development Strategy 2020-2025 Community Support Policy 	Capitalise on tourism and the visitor economy through growth of events and promotion of unique local experiences
Tourism	<ul style="list-style-type: none"> CGSC - Tourism and Events Strategy 2020 -2025 Bendigo Region Destination Management Plan - Local Area 	There is a need for more active promotion of existing events, and the development of new events which encourage community participation and draw visitors to the

	Action Plan – Central Goldfields Shire Council (2024) <ul style="list-style-type: none"> • Central Goldfields Art Gallery Strategic Plan 2023-2026 • Energy Breakthrough Strategic Plan 2019 	Shire. Attracting and enhancing the right events should be a key consideration across the Shire, focused on events which align to the Shire's existing strengths that appeal to potential future target markets.
Social	<ul style="list-style-type: none"> • Community Vision 2023 • CGSC - Council Plan 2021 – 2025 • Community Plans • Central Goldfields Reconciliation Action Plan 2024 (final draft for review) • CGSC - Volunteer Strategy and Action Plan 2021-2024 • CG Waste Management Strategy 2020-2030 • CGSC Positive Ageing Strategy 2021-2026 • Active CG Recreation and Open Space Strategy 202-2029 • Climate Action Plan 2022-2030 	The Events Strategy will seek to align with these plans and strategies by strengthening community engagement and inclusivity, nurturing local talent, increasing volunteer participation, enhancing accessibility, and promoting sustainable practices in event planning and delivery

BUILDING ON A STRONG FOUNDATION: Enhancing Events in Central Goldfields Shire

Central Goldfields Shire is home to a variety of hallmark, regional, and community events that provide a range of social, economic, and cultural benefits. These events cover themes such as family, sports, recreation, arts, culture, heritage, and community, and are held throughout the year. They reflect our regional strengths in economics, tourism, and community engagement, contributing significantly to the region's profile and identity.

In 2023, Central Goldfields was home to twenty-four events each of which drew over one hundred attendees, alongside thirty-two smaller events across Council-managed land, buildings, and key event venues. Beyond these fifty-six events, our community also enjoys a diverse array of live music, literary, civic, cultural, and community events in non-council venues around the shire. The busiest period of our events calendar is during the warmer months from October to March, with a focus on outdoor events that attract a combined total of around 60,000 people annually.

This vibrant events landscape provides a strong foundation on which we can build and improve. By leveraging our existing strengths and successes, we aim to enhance our events offer even further, ensuring greater clarity in the roles of both the Council and the community.

An indicative sample of some of the key event locations in Central Goldfields include:

Maryborough

- Station Domain,
- Princes Park,
- Phillips Gardens

- Skate Park

Carisbrook

- Market Reserve
- Harness Racing Club

Dunolly

- Gordon Gardens
- Broadway

Talbot

- Scandinavian Crescent/ Ballarat Street
- Talbot Recreation Reserve

TYPES OF EVENTS

Most of the events held in Central Goldfields celebrate and promote culture, heritage, recreation, and/or community . In many cases these events reflect regional economic, tourism and community strengths and help to profile the area to the broader region.

The following event categories provide a framework that enables a clear pathway to attract events that align with the community's priorities.

Major Events: Deliver significant economic community outcomes, enhance the profile of Central Goldfields Shire as a destination in key markets; demonstrate a quantifiable return on investment; meet or support tourism and event products, strengths and opportunities are clearly deliverable and have adopted event management and delivery best practice; have a capacity to stimulate investment.

Regional events: Deliver a spread of economic, social, and cultural benefits/return to the community; profile assets and facilities; are complementary to existing events; have the opportunity to grow; can demonstrate a return on investment; support partnerships and collaboration with regional stakeholders.

Local/community events: These events are aimed at the local community to provide place-based activities in our towns. Characteristics include delivery of a spread of benefits across the community; encouraging participation and equitable access; demonstrating a level of return on investment commensurate with the size and nature of the event; supporting community groups and/or business participation; a level of sustainability and/or capacity to grow.

Civic Events & Commemorations:

Civic events are an impartial, high calibre event of significance to our Shire where the Mayor, CEO, or representative is the invitee and host

We manage and fund a range of civic events as well as supporting the delivery of a number of ceremonies hosted in conjunction with local community groups including ANZAC Day services and other national service days.

Council also hosts citizenship ceremonies in accordance with Federal Government regulations and guidelines, as well as openings of art gallery exhibitions, minister visits and similar events.

We organise and host an annual Australia Day ceremony, bringing residents from all over the Shire to celebrate this National day. Some community groups also opt to hold their own localised Australia Day event within the smaller towns.

Future Directions

We recognise the evolving community perspectives around Australia Day and take note of the changing trends surrounding this national observance and initiatives undertaken by other councils to implement adjustments. Once the Council adopts a Reconciliation Action Plan (RAP), we will evaluate our approach to Australia Day in consultation with the community to ensure that diverse voices and opinions are heard and respected.

Sustaining our community's events

The level of community involvement in planning and delivery of events is significant. Almost all events delivered in Central Goldfields rely heavily on dedicated local volunteers to ensure their success. The enthusiasm and participation of community members contribute significantly to the vibrant and dynamic nature of these events, highlighting the importance of local involvement in their success.

However, the knowledge, complexities and skills required to organise and host events has increased substantially over the past decade, contributing to increased stress and fatigue across volunteer committees. Volunteers are often ageing, and groups may find themselves stretched to continue to deliver events.

Further, committee member succession planning has also been challenging, which has left some committees trying to achieve more with less, adding to the stress and fatigue. Bringing on the next generation of volunteers is more important than ever.

Together with Maryborough Volunteer Resource Centre we have been working together to inform a comprehensive Volunteer Strategy that will address key challenges, enhance support structures, and align with community needs that will help strengthen all community groups.

Valuable events such as the Tiny Towns Arts Trail have faced significant challenges in maintaining their operations over time. Despite their cultural and economic importance to the community, these events have struggled to sustain themselves primarily due to volunteer fatigue, and some have not been able to continue. Often events rely heavily on a dedicated yet limited pool of volunteers to organise and execute activities.

Despite these obstacles, the community remains dedicated and passionate in the delivery of their events.

WHAT WE HEARD

Community feedback has helped us understand what our community is looking for when it comes to events and how we might tailor our future event offerings and support.

The following strengths and challenges were identified through community consultation and have helped to inform the vision and directions for this Strategy:

OVERALL

Strengths	Challenges
<ul style="list-style-type: none"> • Our community understands the value of events and continues to be committed to delivering a wide range of events. 	<ul style="list-style-type: none"> • Attracting and retaining volunteers • Navigating and adhering to regulatory compliance • Long-term sustainability of events • The high level of effort and cost to plan and deliver events • Reflecting diversity and inclusivity • Meeting sustainability practices

MAJOR EVENTS:

Strengths	Challenges
<ul style="list-style-type: none"> • Strong hallmark events including Energy Breakthrough, Highland Gathering, and Talbot Markets. • Upgrades to Princes Park equipping the precinct to be attractive to events • Proximity of Central Goldfields to Ballarat and Bendigo 	<ul style="list-style-type: none"> • Limited accommodation beds to support attendance at large events and maximise tourism yield. • Generating new ideas to keep an event fresh and different. • Securing and maintaining sponsorships and funding to support the event.

REGIONAL EVENTS:

Strengths	Challenges
<ul style="list-style-type: none"> • Newly redeveloped Central Goldfields Art Gallery and Visitor Centre are leading a significant increase in visitation. • A heritage destination with prominent, historic goldfield townships 	<ul style="list-style-type: none"> • Limited indoor venues with suitable technology for cultural and smaller events at night and suitable for all seasons • Identifying and promoting to 'target' audiences and attracting high yield visitation • Having a point of difference • Limited events for visitors between April and September

LOCAL/COMMUNITY EVENTS:

Strengths	Challenges
<ul style="list-style-type: none"> • Positive collaboration among community groups for event success. • A broad range of events 	<ul style="list-style-type: none"> • Reliance on Council support, grants, and external funding for long-term sustainability • Effectively promoting and reaching a wide range of potential attendees

CIVIC EVENTS:

Strengths	Challenges
<ul style="list-style-type: none"> • A committed community that understands the value of events 	<ul style="list-style-type: none"> • Reliance on council funding / external funding for long-term sustainability

OUR ROLE AND THE ROLE OF COMMUNITY

HOW ARE EVENTS CURRENTLY SUPPORTED?

Events within the Central Goldfields Shire are delivered by Council, community, and external presenters, on occasions these groups work in partnership with each other.

Community and external event presenters are responsible for planning and coordinating event logistics, securing necessary permits and approvals, and organising resources such as promotions, staffing and volunteers, venues, and funding.

Council plays a range of roles from presenter to promoter, partner, or supporter of events. While we have limited resources to present and support events, our Events team will continue to offer advice and information to event organisers at the planning stage. We remain committed to assisting with best practice in event planning and management, helping with permit applications and supporting venue bookings.

With the rise of new and emerging events, there is increased competition for funding and sponsorship dollars across the events sector, including for existing events. Therefore, Council funding and event support must be appropriately allocated and utilised.

We need to provide clear criteria, guidance, and consistent processes for funding and in-kind support within available resources. Community events are currently eligible to apply for financial support from Council through the Community Grants Program. A tailored Events Funding Stream could establish a clear and transparent framework for event funding. This initiative will streamline the application process, ensure equitable distribution of resources, and prioritise events that align with our community's goals and values.

Events and the environment

Council is increasingly incorporating sustainable practices to make events more environmentally sustainable including the implementation of waste reduction programs and the integration of recycling initiatives.

Clarifying Roles and Building Better Events

Council's role	Communities / commercial event organisers role
Advice and information	Event organisation
Issuing Permits	Applying for and complying with permits
Facilitating venue bookings, etc	Sourcing funding and other resources
Guidance with sustainable practices	Volunteer participation
	Marketing and promotion

Council run events

We partner with Country Education Partnership to deliver the annual Energy Breakthrough that attracts around 15,000 visitors from around the state and some interstate for the five-day event. Seventy percent of Council's available support for events is committed to Energy Breakthrough

We also host the annual free Australia Day event in Maryborough with around 350 people attending each year. This event celebrates the annual award winners of the local Australia Day Awards, welcomes new citizens, and provides free food and activities.

More recently we have partnered with Committee for Maryborough to deliver the successful, free, and family friendly Goldfields Festival in Phillips Gardens, attracting around 1500 people in 2023 and 2024.

Council also delivers hundreds of smaller events and activations through its services including Library Services, Youth Services, Central Goldfields Art Gallery, Children's Services, and Waste Management.

Council support for community run events

The community plays a vital role in organising and delivering community-led events. They are instrumental in activating our parks, gardens, and open spaces with a diverse range of events. These community-led events play a crucial role in shaping the identity and image of the Shire which brings together thousands of people whilst injecting vitality into the economy. These events help to foster a sense of belonging among residents and attract outside attention, highlighting the distinctiveness of the area and strengthening connections.

In 2023/24 financial year we provided in-kind support to the value of more than \$50,000 assisting community-led events with the following:

- Use of open spaces free of charge
- Ground preparation in open spaces via the Parks and Gardens department
- Reduced fees for our facilities and venues
- Zero cost for compliance requirements for non-profit groups
- Use of chairs, tables, bins etc.
- Promotional support through official channels including information on our Visitor Centre website, sharing updates on our social media platforms, and including details in our newsletters and through the community noticeboard in the local paper
- Illumination of Council offices in response to requests from residents or local community groups
- Installation of flags in Station Domain

Moving forward, we are committed to continuously improving our practices to better support our community.

In addition to the in-kind support, we allocate funds to event organisers that can be used to cover various costs associated with planning and executing events. Typically, these funds are distributed through the Community Grants Program and support the development of new events. However, there are currently some historical arrangements in place supporting annual events including Carols, Christmas Lunch, and New Years Eve. Through this strategy, we will provide greater clarity, transparency, and consistency in the way that we support events across the community,

In recent years, we have noticed an increasing request for funding assistance to support the delivery of events through the Community Grants Program. The introduction of a dedicated Events Funding Stream with clear criteria for events addressing social, cultural and community priorities will assist in ensuring that Council's limited financial support is targeted to the greatest benefit.

Commercial events

Council serves as the authority responsible for approving commercial or third-party events organised by event planners that occur in public areas. These events range from small gatherings to major events.

HOW WE WILL GET THERE

A STRATEGIC APPROACH TO ATTRACTING AND SUPPORTING HIGH QUALITY EVENTS ACROSS CENTRAL GOLDFIELDS

1. BUILD CAPACITY AND SUSTAINABILITY

- 1.1. Explore opportunities to attract external resources to deliver initiatives and activities that support local event organisers to increase sustainability
- 1.2. Streamline Council's event permit and approval process by implementing more efficient and user-friendly procedures
- 1.3. Conduct workshops to educate on event compliance
- 1.4. Encourage and support environmentally friendly practices in event planning, such as waste reduction, recycling, and the use of renewable energy.
- 1.5. Develop a comprehensive approach to bolster community involvement in events by aligning with the forthcoming Volunteer Strategy.

2. BUILDING A REGIONAL PROFILE

- 2.1. Identify and capitalise on key opportunities for the Council to form regional partnerships, enabling coordinated event development and promotion.
- 2.2. Encourage effective marketing and promotion of externally presented events that strongly align with Council's priorities.
- 2.3. Develop a clear strategy for proactively attracting and retaining key events which align with strategic priorities and address social, cultural, and economic priorities.

CLEAR AND CONSISTENT MODEL FOR SUPPORTING COMMUNITY AND TOURISM EVENTS

3. SUPPORT A DIVERSE CALENDAR OF EVENTS

- 3.1 Develop and communicate clear rationale and criteria for Council's funding and in-kind support to community driven events.
- 3.2 Develop an evaluation framework for event organisers to assess the impact and outcomes for events receiving Council support.
- 3.3 Explore and utilise alternative funding channels, partnerships, and grant opportunities to enhance the sustainability and growth of events
- 3.4 Identify ways to incorporate First Nations events and cultural elements into civic events and local celebrations, ensuring they reflect and respect the histories and contributions of Indigenous Australians
- 3.5 Foster inclusivity and accessibility in events
- 3.6 Advocate for a Regional Calendar of Events

DIVERSE AND FIT FOR PURPOSE EVENT INFRASTRUCTURE

4. PROVIDE FACILITIES AND INFRASTRUCTURE

- 4.1 Plan and promote the development and activation of indoor and outdoor event infrastructure and precincts in key areas across the Shire.
- 4.2 Support the development of a one stop user friendly approach for booking facilities and venues.

ACTION PLAN

A STRATEGIC APPROACH TO ATTRACTING AND SUPPORTING HIGH QUALITY EVENTS ACROSS CENTRAL GOLDFIELDS

STRATEGIC DIRECTIONS		ACTIONS	COUNCIL TEAM	TIME FRAME	MEASURES OF SUCCESS
1. BUILD CAPACITY AND SUSTAINABILITY	1.1 Explore opportunities to attract external resources to deliver initiatives and activities that support local event organisers to increase sustainability	<ul style="list-style-type: none"> Identify funding opportunities to support the delivery of training programs Identify opportunities for event organisers to come together through networking events to strengthen event offerings and harness event committee expertise 	Events	Ongoing	<p>Successful application for grants/funding to deliver capacity building programs.</p> <p>Networking events for organisers.</p>
	1.2 Streamline Council's event permit and approval process by implementing more efficient and user-friendly procedures	<ul style="list-style-type: none"> Develop comprehensive guidelines and checklists to help event organisers understand the requirements and steps involved in the permit process. Implement a permit process relative to the size and impact of the event. Improve communication and coordination between different Council departments involved in the permit approval process. Explore multi-year permits for events Develop an event toolkit to encourage best practice event management Seek user feedback for further improvement 	Events	<p>2025</p> <p>2026</p>	New look and improved application forms and processes by June 2025
	1.3 Conduct workshops to educate on event compliance	<ul style="list-style-type: none"> Provide training sessions and informational workshops for event organisers on the permit process and best practices Online or in person 	Events	Ongoing	Annual event training sessions
	1.4 Encourage and support environmentally friendly practices in event planning, such	<ul style="list-style-type: none"> Incorporate waste minimisation strategies when planning events. 	Healthy Environments	Ongoing	A reduction in the volume of waste

	as waste reduction, recycling, and the use of renewable energy.	<ul style="list-style-type: none"> • Provide bins to local event organisers to support our education for sorting and education on clean waste streams. To be reviewed in line with the develop of guidelines supporting community events, community groups and sporting groups in sustainability and waste management • Develop waste wise events policy to ensure Council events, festivals and meetings are ‘waste-wise’ and increase the use of local and environmentally friendly caterers, avoiding packaging waste and prioritising seasonal and plant rich cuisine. 			<p>produced by events.</p> <p>Development of a Waste Wise Events Policy</p>
	1.5 Develop a comprehensive approach to bolster community involvement in events by aligning with the forthcoming volunteer strategy	<ul style="list-style-type: none"> • Delivery as per the Central Goldfields Volunteer Strategy 	Community Development	Ongoing	Meet outcomes of Volunteer Strategy
2. BUILDING A REGIONAL PROFILE	2.1 Identify and capitalise on key opportunities for the Council to form regional partnerships, enabling coordinated event development and promotion	<ul style="list-style-type: none"> • Collaborate with the Visitor Economy Partnerships in the immediate area to leverage regional events and promotions. 	Tourism, Events & Culture	Ongoing	Increase in the number of joint initiatives
	2.2 Encourage effective marketing and promotion of externally presented events that strongly align with Council’s priorities	<ul style="list-style-type: none"> • Ensure events are integrated into strategic destination marketing initiatives. • Encourage co-promotion of events by events and local businesses to extend awareness and reach • Develop a marketing toolkit for event organisers 	Events	Ongoing 2025	Enhanced marketing and communication efforts that will maximise the ability of events to generate greater visitation.
	2.3 Develop a clear strategy for proactively attracting and retaining key events which align with strategic priorities and address social, cultural, and economic priorities	<ul style="list-style-type: none"> • Identify key opportunities • Create value propositions to attract targeted events. • Identify, build, and maintain conditions for retention 	Events	2026	An attractive proposition that increases the number of events enquires.

CLEAR AND CONSISTENT MODEL FOR SUPPORTING COMMUNITY AND TOURISM EVENTS

STRATEGIC DIRECTIONS		ACTIONS	PROJECT LEAD	TIME FRAME	MEASURES OF SUCCESS
3. SUPPORT A DIVERSE CALENDAR OF EVENTS	3.1 Develop and communicate clear rationale and criteria for Council's funding and in-kind support to community driven events.	<ul style="list-style-type: none"> • Create an events funding program through the Community Grants Program and associated assessment criteria with the option for events to secure funding for a three-year period. • Update the Community Support Policy to support this • Update the Community Application Form to reflect in-kind support available 	Events	2025	<p>Funding programs open by July 2025</p> <p>Clear process for event organisers when applying for support</p>
	3.2 Develop an evaluation framework for event organisers to assess the impact and outcomes for events receiving Council support.	<ul style="list-style-type: none"> • Establish clear criteria and metrics to measure the success and impact of supported events. 	Events	2025	The effective implementation and regular utilisation of the evaluation framework by event organisers to assess and demonstrate the events impact and outcomes
	3.3 Explore and utilise alternative funding channels, partnerships, and grant opportunities to enhance the sustainability and growth of events.	<ul style="list-style-type: none"> • Encourage and provide advice to external event organisers • Identify and pursue opportunities for Council presented events 	Events	Ongoing	Grant opportunities are identified, and event organisers are encouraged to apply.
	3.4 Identify ways to incorporate First Nations events and cultural elements into civic events and local celebrations, ensuring they reflect and respect the histories	<ul style="list-style-type: none"> • Delivery as per the Reconciliation Action Plan 	Communications and Tourism, Events & Culture	Ongoing	Meet outcomes of Reconciliation Action Plan

	and contributions of Indigenous Australians				
	3.5 Foster inclusivity and accessibility in events	<ul style="list-style-type: none"> Integrate directions into the Central Goldfields Health and Wellbeing Plan 	Events	2025	Directions integrated and implemented
	3.6 Advocate for a Regional Calendar of Events	<ul style="list-style-type: none"> Collaborate with other members of the regional Visitor Economy Partnership to identify and grow event opportunities. 	Tourism, Events & Culture	Ongoing	Cross promotion of regional events

DIVERSE AND FIT FOR PURPOSE EVENT INFRASTRUCTURE

STRATEGIC DIRECTIONS		ACTIONS	PROJECT LEAD	TIME FRAME	MEASURES OF SUCCESS
4. PROVIDE FACILITIES AND INFRASTRUCTURE	4.1 Plan and promote the development and activation of indoor and outdoor event infrastructure and precincts in key areas across the Shire	<ul style="list-style-type: none"> Undertake an audit of event sites and infrastructure to identify fit-for purpose event precincts and venues. Develop a prospectus for fit-for purpose event precincts and venues Identify potential for venue enhancements Provide a database of public event infrastructure and precincts on Council's website for external and internal use. 	Events	2026	Event venue and infrastructure information on Council's website
	4.2 Support the development of a one stop user friendly approach for booking facilities and venues	<ul style="list-style-type: none"> Provide support to the Recreation department to implement an efficient booking system. 	Events	2025	A convenient and accessible system for booking venues that reduces processing times.

APPENDIX ONE – STRATEGIC FRAMEWORK FOR EVENTS

The Events Strategy has been developed to align with relevant local plans and strategies

Community Vision 2031

- Strengthen and create new social connections through community-based events, programs and activities that are welcoming, accessible for people of all abilities, inclusive and affordable.
- Embrace, celebrate support local talent and nurture creativity through arts, culture, activities, and events.
- Increase tourist activity throughout the Shire through events, festivals, activities, and experiences such as Energy Breakthrough, Agri-tourism, food, arts and culture, gold tourism and history and heritage tourism.

CGSC - Council Plan 2021 – 2025

- Strengthen and build inclusion and community and intergenerational connections.
- Nurture and celebrate creativity.
- Capitalise on tourism opportunities.

Central Goldfields Your Community 2030 – Community Plans

CGSC - Tourism and Events Strategy 2020 -2025

Events play a pivotal role in the Central Goldfields Shire landscape and are highlighted as a key theme in the Central Goldfields Shire Council Tourism & Events Strategy 2020 – 2025:

Theme Six: Develop and Enhance Events and Festivals - There is a need for more active promotion of existing events, and the development of new events which encourage community participation and draw visitors to the Shire. Attracting and enhancing the right events should be a key consideration across the Shire, focused on events which align to the Shire's existing strengths that appeal to potential future target markets.

Strategies:

1. Coordinate events effort regionally
2. Develop an effective event procurement approach
3. Better leverage from existing events and festivals

Key Target Markets

- Creative Opinion Leaders
- Food and Wine Lifestylers
- Inspired by Nature
- Enriched Wellbeing

Bendigo Regional Tourism Local Area Action Plan – Central Goldfields Shire Council (2024)

Pillar One

1.3 Regional Events Development

Significant, participatory sporting and cultural events are driving demand year-round, with focus on mid-week, longer stays and regional dispersal.

Local and community events are bringing the destination experience strengths to life, connecting visitors to destination values, and stories of people and place.

Central Goldfields Art Gallery Strategic Plan 2023 -2026

Central Goldfields Reconciliation Action Plan 2024 (final draft for review)

Central Goldfields Volunteer Strategy and Action Plan 2021-2024

Energy Breakthrough Strategic Plan 2019

Community Support Policy

Central Goldfields Climate Action Plan 2022-2030

Central Goldfields Waste Management Strategy 2020-2030

APPENDIX TWO – CONSULTATION

Consultation for this strategy is being undertaken in two stages.

Stage 1 consultation was undertaken to help inform the draft strategy. This included:

- A Council briefing session to explain the Event Strategy development process and learn Council views on support for tourism and community events
- Two facilitated workshops with council staff from departments including Community Partnerships, Compliance, Communications, Emergency Management, Building, Environmental Health, OH&S, Waste, Sustainability and Visitor Services.
- One-to-one meetings with key event stakeholders to gain their views and priorities related to the development of events in the region
- An Online Event Survey distributed directly to forty-two local event stakeholders and promoted to the community across Central Goldfields Shire, with fifty-nine responses received.

Stage 2 consultation will seek feedback on the draft strategy from the broader community. Feedback gained through this process will be considered to inform the final strategy.

APPENDIX THREE – SAMPLE OF EVENTS HOSTED IN CENTRAL GOLDFIELDS

Central Goldfields is a community delivering a range of culture, heritage, and recreational activities. The following table highlights a sample of events that showcase the range of events in our region.

EVENT	TYPE	TOWNSHIP	MONTH	ESTIMATED ATTENDANCE	
Energy Breakthrough	Educational	Maryborough	November	15000	Major event
Maryborough Highland Gathering	History & Heritage	Maryborough	January	3000	Major event
Chopped	Sport & Recreation	Carisbrook	October	3000	Major event
Talbot Farmers Market	Market	Talbot	Monthly	1500	Major event
Talbot Town Hall Community Market	Market	Talbot	Monthly	1500	Major event
Redwood Carnival	Sport & Recreation	Carisbrook	October	1500	Regional event
Goldfields Festival	Social Community	Maryborough	March/April	1500	Regional event
Maryborough Antique Bottle and Collection Fair	History & Heritage	Carisbrook	August	1000	Regional event
Maryborough Gold Cup	Sport & Recreation	Carisbrook	March	1000	Regional event
Dunolly Gold Rush	History & Heritage	Dunolly	October	1000	Regional event
Words in Winter	Arts & Culture	Shire wide	June	1000	Regional event
Christmas Market	Market	Carisbrook	December	600	Local / community event
Light up Talbot	Arts & Culture	Talbot	December	500	Local / community event

APPENDIX THREE – EVENT VENUES

An expanded sample of event venues in Central Goldfields Shire:

Indoor venues

- Adelaide Lead Hall
- Bull & Mouth Maryborough
- Bealiba Town Hall
- Dunolly Town Hall
- Maryborough Golf Club
- Maryborough Highland Society
- Maryborough Harness Racing Club (250 people)
- Maryborough Town hall (450 people)
- Railway Café
- Talbot Town Hall
- Bowenvale Hall

Outdoor venues

- Carisbrook Recreation Reserve
- Gordon Gardens
- Maryborough Harness Racing Club (five thousand people)
- Market Reserve
- Princes Park Precinct
- Station Domain
- Streets of Dunolly and Talbot
- Rene Fox Gardens
- Talbot Recreation Reserve

Specialty venues

- Central Goldfields Art Gallery
- Maryborough Railway Station – Creative Space and Courtyard

8.5 PAYROLL SERVICES CONTRACT G1871- 2023

Author: General Manager Corporate Performance

Responsible Officer: General Manager Corporate Performance

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to seek Council approval to award Contract G1871- 2023 following an EOI and evaluation process for Payroll Outsourcing and Processing Services.

RECOMMENDATION

That Council:

1. award contract G1871- 2023 Payroll Outsourcing and Processing Services to Elmo Software for the provision of the ELMO payroll software and Payssential Pty Ltd for the payroll processing for a total estimated total cost of \$499,218 (Ex GST) over a four-year term.
2. Authorise the Chief Executive Officer to formally execute the contract and agreements.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 – Leading Change

The Community's vision 4. Good planning, governance, and service delivery

Initiative: Provide financial sustainability and good governance.

BACKGROUND INFORMATION

The provision of Payroll Services and the accurate and timely processing of payroll for our people is crucial as there are legal and reputational risks in any failures in the service. The resourcing of payroll has been a challenge to recruit and retain key staff. The role is 0.8 FTE that historically relied on Finance staff to support and cover any absences. The upgrade of the Open Office to the dynamic products has been problematic in its configuration and functionality causing further issues in providing the payroll service. Some of the issues include:-

- No standard practice
- No integration of systems
- Excessive paper
- Duplication of effort
- Manual changes and variations
- Manual award interpretation

- Manual leave applications via Magiq task

On that basis a decision was made to explore an outsourced payroll provider to deliver the service via a public expression of interest process.

This is detailed in the attached confidential tender evaluation panel report.

REPORT

Council conducted a G1871-2023 Expression of Interest for the Provision of Payroll Outsourcing and Processing Services procurement process in December 2023.

The purpose of Contract G1871-2023 was to enter a contractual arrangement with a qualified organisation who will provide fully managed and end-to-end outsourced payroll and processing services to Council.

The process included a pre-EOI submission briefing with members of the evaluation panel and 8 respondents.

Three formal responses were received from Aurion, ELMO software and Fusion 5.

Evaluation Panel

The responses were evaluated by a Tender Evaluation Panel consisting of:

- General Manager Corporate Performance - Chairperson and Scoring Member
- People and Organisation Development Specialist - Scoring Member
- Manager Technology & Customer Service - Scoring Member
- Manager Finance - Scoring Member
- Procurement Specialist - Advisor

Evaluation Criteria

Tender responses were evaluated according to the following criteria in order of priority and weighting:

Mandatory requirements:

Risk Management including OH & S requirements and relevant Insurances – PASS/FAIL

Scored selection criteria:

- Capability – 30%
- Capacity - 30%
- Financial benefit to Council – 20%
- Financial benefit to community – 5%
- Environmental sustainability – 5%
- Social Sustainability – 5%
- Aboriginal Engagement – 5%

Further details are included in the attached Confidential Tender Evaluation Report.

The service will provide full employee self-service and an award interpreter function.

These two functionalities will save time and money compared to the current workflow process for leave applications and the manual interpretation of paper timesheets for many staff.

The self-service will allow supervisors to see leave balances at any time and also look at leave planned to be taken again adding better controls and efficiency.

The evaluation panel recommends that Elmo Software for the provision of the ELMO payroll software and Payssential Pty Ltd for the payroll processing via a Managed Services service be awarded contract No. G1871-2023 for the payroll processing via a Managed Services service level agreement.

CONSULTATION/COMMUNICATION

The evaluation panel had a broad representation of stakeholders from across Council to ensure the service would deliver the requirements to meet the expectations of a broad range of staff.

FINANCIAL & RESOURCE IMPLICATIONS

The current budget includes 0.8 FTE Band 5C which equates to \$76,879. The current licence fee is \$15,069 per annum.

With the loss of the previous payroll officer and the inability to recruit to the role the function has been provided by AFS & Associates Chartered Accountants.

On that basis there is an increase in annual cost of around \$8k plus the one-off implementation costs of \$42k.

RISK MANAGEMENT

The provision of stable and secure payroll services provides mitigation across a number of Strategic Risks including Legislative & Compliance, Governance & Risk and Financial Sustainability.

Having a professional payroll provider ensures compliance with our Enterprise Agreement and the legislative requirements minimising the risk of underpayment and potentially ensuring there are no overpayments.

CONCLUSION

That the contract for G1871- 2023 Payroll Outsourcing and Processing Services be awarded to Elmo Software for the provision of the ELMO payroll software and Payssential Pty Ltd for the payroll processing via a Managed Services service level agreement. The estimated total cost over a four-year term being \$499,218 (ex GST).

ATTACHMENTS

- 8.5.1** Confidential Tender Evaluation Panel Report G1871-2023 (*Provided under separate cover*)

The evaluation report is deemed confidential under sections 3 (a) and 3(g) of the Local Government Act 2020 as it contains:

(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

This section applies because the contract is not finalised and releasing the information prior to decision could prejudice the Council's commercial position in negotiations.

(g) private commercial information, being information provided by a business, commercial or financial undertaking that—

(i) relates to trade secrets; or

(ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage

This section applies because it contains detailed submission information that could provide an unreasonable commercial advantage to competitors.

8.6 PREVENTION OF FRAUD AND CORRUPTION POLICY REVIEW

Author: **Manager Finance**

Responsible Officer: **General Manager Corporate Performance**

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to provide the Council with an updated policy in relation to Prevention of Fraud and Corruption, noting a review by the Audit and Risk Committee at the June 2024 meeting, has already been undertaken.

RECOMMENDATION

That Council:

1. notes the Audit & Risk Committee review of the updated policy and the rigorous legislative requirements on occasions of alleged or actual fraud or corruption
2. Adopts the updated Prevention of Fraud and Corruption policy

BACKGROUND INFORMATION

The Prevention of Fraud and Corruption Policy was last updated in 2018.

Whilst there are no major changes, a thorough review has been undertaken and minor changes reflected through the policy where required.

It is important to note that Council is bound by rigorous legislative requirements when there are allegations of or actual fraud or corruption.

The manner in which this is dealt with is not discretionary.

REPORT

Council defines Fraud as “Dishonest activity causing actual or potential financial loss to any person or entity including theft of moneys or other property by employees or persons external to the entity and where deception is used at the time, immediately before or immediately following the activity.”

Council defines Corruption as “Dishonest activity in which a director, executive manager, employee or contractor of any entity acts contrary to the interests of the entity and abuses their position of trust in order to achieve some personal gain or advantage for themselves or for another person or entity.”

The report identifies the roles and responsibilities in preventing fraudulent or corrupt activity but also in its reporting and subsequent investigation.

CONSULTATION/COMMUNICATION

Community consultation is not required however the policy is made available for inspection of members of the public as well as for noting by the Audit and Risk Committee at the June 2024 Meeting.

FINANCIAL & RESOURCE IMPLICATIONS

The Prevention of Fraud and Corruption Policy was prepared by Council Officers

RISK MANAGEMENT

This report addresses Council's strategic risk Legislative compliance - Failure to manage our compliance with relevant legislative requirements by meeting the requirements of the *Local Government Act 2020*.

This report addresses Council's strategic risk Financial Sustainability – Failure to maintain our long-term financial sustainability.

Any risks in relation to this report have been discussed in the report above.

CONCLUSION

Council holds a strong stance on ensuring fraud and corruption does not occur at Central Goldfields Shire Council.

The updated policy provides guidance for understanding what could be considered fraud or corruption, how to report if there is a suspicion of fraud or corruption and the resulting investigation.

ATTACHMENTS

8.6.1 Prevention of Fraud and Corruption Policy

8.7.1 PREVENTION OF FRAUD AND CORRUPTION POLICY

Directorate:	Corporate Performance
Responsible Manager:	Manager Finance
Review Due:	July 2028
Adoption:	Council
Date Adopted:

Acknowledgement

Central Goldfields Shire Council acknowledges and extends appreciation for the Dja Dja Wurrung People, the Traditional Owners of the land that we are on.

We pay our respects to leaders and Elders past, present and emerging for they hold the memories, the traditions, the culture, and the hopes of all Dja Dja Wurrung People.

1. Purpose

The purpose of this Policy is to demonstrate Council's commitment to the prevention, deterrence, detection, and investigation of all forms of fraud and corrupt conduct to aid in the prevention of fraud and corrupt conduct.

Council aims to establish an environment in which fraudulent or corrupt conduct is not tolerated and one in which Councillors and employees (including Officers) do not act dishonestly.

This environment will promote a culture where all fraudulent activities and corrupt conduct once noticed or legitimately suspected are reported, investigated and resolved in a timely and fair manner.

Council will not tolerate any incident of fraud or corrupt conduct. Councillors and employees will act in accordance with applicable Codes of Conduct and in the spirit of ethical standards.

2. Application and Scope

This Policy applies to all employees, Councillors, and volunteers engaged directly by Council as well as all agents and contractors either engaged by Council or by an authorised contractor of Council.

All reports received will be fully investigated and appropriate action taken. Councillors and employees must be aware of Council's intention to suspend or dismiss employees, report internal and/or external fraudulent and/or corrupt activity to Victoria Police, the Local Government Inspectorate, the Victorian Ombudsman or IBAC and prosecute, where

appropriate, Councillors or employees and any other parties to the matter, found to be involved in fraudulent or corrupt activities.

Council will pursue recovery of any financial loss through civil proceedings.

3. Definitions

Fraud - is defined in Australian Standard AS8001-2008: Fraud and Corruption Control, as:

“Dishonest activity causing actual or potential financial loss to any person or entity including theft of moneys or other property by employees or persons external to the entity and where deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction, or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position for personal financial benefit.

The theft of property belonging to an entity by a person or persons internal to the entity but where deception is not used is also considered “fraud” for the purposes of this definition.”

Examples are:

- Theft and/or misappropriation of Council revenue in the form of cash, cheques, money order, electronic funds transfer or another negotiable instrument.
- Unauthorised removal of equipment, parts, software, and office supplies from Council premises.
- Deliberate over-ordering of materials or services to allow a proportion to be used for personal purposes.
- Submission of sham taxation arrangements for an employee or contractor to circumvent Council's procedures for engagement of employees and contractors.
- Submission of fraudulent applications for reimbursement.
- Payment of fictitious employees or suppliers.
- Falsification of time records.
- Damage, destruction, or falsification of documents for the purpose of material gain.
- Failure to disclose a conflict of interest in the performance of duties as a Councillor, employee, or contractor of Council.
- Any computer related activity involving the alteration, destruction, forgery, or manipulation of data for fraudulent purposes or misappropriation of Council- owned software.

Corruption - is defined in Australian Standard AS8001-2008: Fraud and Corruption Control, as:

“Dishonest activity in which a director, executive, manager, employee or contractor of an entity acts contrary to the interests of the entity and abuses his/her position of trust in order to achieve some personal gain or advantage for him or herself or for another person or entity.”

Conflict of interest - There is a general ethical obligation for public officers (including both Councillors and Council Officers) to avoid conflicts of interest.

A conflict of interest occurs when a public officer's duties conflict with their private or personal interests.

The *Local Government Act 2020* uses the term “relevant person” to identify those persons who are required to determine and disclose conflicts of interest.

A relevant person with a conflict of interest in a matter being considered by council, a delegated committee or community asset committee must disclose the conflict of interest in the manner required by Central Goldfields Shire Governance Rules.

They must also exclude themselves from the decision-making process in relation to that matter, including any discussion or vote on the matter at any Council meeting.

Further Ethical Rules - The general rule on conflict of interest gives rise to some further ethical rules:

- A public official must use the power of office solely for the purpose laid down by law.
- A public official must not use information gained from their office to benefit themselves or any other person, or to cause detriment to the public interest or to any other person.
- A person who holds more than one position must not allow a conflict between the duties of those positions (a conflict of duty).

4. General Provisions

4.1 Roles and Responsibilities

Responsibility for fraud and corrupt conduct prevention rests with all levels of management, Councillors, employees (including Officers), volunteers and agency or contract or who represent Council and who collectively must accept ownership of the controls relative to this Policy. All parties must comply with the Policy.

4.1.1 Chief Executive Officer

The obligation to report suspected corrupt conduct rests with the relevant principal officer (in Council's case the Chief Executive Officer).

This obligation cannot be delegated.

Where another person is acting as the relevant principal officer, the obligation applies to that person.

The relevant principal officer must notify IBAC of all instances of suspected corrupt conduct occurring in their own organisation, and suspected corrupt conduct occurring in other organisations where it is connected with the relevant principal officer's duties, functions, and exercise of powers.

There is no legislative obligation for relevant principal officers to search out corrupt conduct, only to report it when suspected.

Agencies (which include Council) should ensure that appropriate internal systems are in place so matters involving corrupt conduct reported by staff are forwarded to the relevant principal officer.

Should suspected corrupt conduct involve the principal officer (CEO), the matter is to be reported through and dealt with under Council's Protected Disclosure Policy and Procedures.

4.1.2 Executive Management Team (EMT)

The Executive Leadership Group should make the principal officer aware of any suspected fraud or corrupt conduct to ensure compliance with the relevant Australian Standards and appropriate governance structures are in place.

4.1.3 Leadership Team (LT)

Managers will ensure that all contractors working for their Division/Unit are aware of Council's Prevention of Fraud and Corruption Policy and that it is incorporated into the relevant contract and will ensure that the contractor's employees are made aware of their responsibilities and unacceptable behaviours.

Managers have a responsibility to:

- Identify risk exposures to corrupt and fraudulent activities within their Department/Units.
- Establish controls and procedures for prevention and detection of such activities.
- Provide guidance and instruction to all employees relative to responsibilities and fraud and corrupt conduct reporting requirements.
- Maintain effective auditing and reporting on key financial systems.
- Undertake a risk assessment on fraud and corrupt conduct control as required.
- Implement action plans identified in risk assessment to eliminate or reduce the risk of fraud and corrupt conduct.
- Monitor and actively manage excessive outstanding leave of employees in risk exposure areas.

4.1.4 Employees/Contractors/Volunteers

Employees/contractors/volunteers will assist in the identification of risk exposures to corrupt or fraudulent activities in the workplace and the immediate reporting of possible activities.

4.4.5 Councillors

Councillors will be made aware of this Policy and trained as appropriate.

4.2 Procedures for Reporting Fraud and Corruption

4.2.1 Employees/ Contractors/ Volunteers

Where an employee suspects that fraudulent or corrupt conduct is occurring, or has occurred, the employee should report those suspicions to their manager.

Where the employee does not feel comfortable reporting their suspicions to their manager, they should report such matters to the relevant General Manager.

If neither of the above options is appropriate, then the employee should report such matters to the Manager People and Culture.

4.2.2 General Manager or Manager

On receiving a report of suspected fraud or corrupt conduct, the General Manager or Manager must record details of the report, including the time and date the report is made and details of matters raised.

Where the issue may involve disciplinary action against an employee, the Manager People and Culture must be advised.

4.2.3 General Manager or Manager

On receiving a report of suspected fraud or corrupt conduct, the General Manager or Manager must record details of the report, including the time and date the report is made and details of matters raised.

Where the issue may involve disciplinary action against an employee, the Manager People and Culture must be advised.

4.2.3 Notifying the Chief Executive Officer

Except where it has been reported as a disclosure pursuant to the Protected Disclosure Act 2012 which is 'protected' under that Act, all reported incidents of suspected fraud or corrupt conduct must be immediately reported to the CEO by the General Manager or Manager prior to any investigation of such allegations being undertaken.

4.2.4 Anonymous Reports

Anonymous reports may be directed to the CEO.

Adequate supporting information to enable an investigation to be undertaken must be provided.

4.2.5 Contractors

Contractors or other people involved in the contracting process may become aware of, or have information indicating, fraudulent or unfair activity in relation to the tender processes or service provision.

Contractors may feel reluctant to report suspected fraud or corrupt conduct or other behaviour that is intimidatory or grossly unfair, for fear of repercussions affecting their future business dealings with Council.

If these circumstances arise, contractors are requested to contact the relevant Contract Manager, CEO, or relevant General Manager.

4.3 Supplier/ Contract Vetting

To help reduce the risk of fraud and corruption in its procurement and contracting processes, Council will:

- Require respondents to tender invitations to declare any conflict of interest they may have in relation to the procurement activity.
- Conduct security vetting of suppliers and contractors in accordance with the *Procurement Policy*.
- Ensure that adherence to the *Staff Code of Conduct*, and policies and procedures, is included in all contracts with external suppliers.
- Review vendor records regularly to maintain accuracy and currency.
- Maintain a register of all contractors.

4.4 Employment Conditions

4.4.1 Pre-employment screening

Pre-employment screening is considered by Council to be an important first step in reducing the likelihood of fraud or corrupt conduct occurring by ensuring Council employs honest and trustworthy people.

As part of Council's pre-employment screening process, criminal history checks may be requested from people who will be in positions where fraud or corrupt conduct is more likely to occur.

Reference checks are required for all employee appointments.

4.5 Procedures

4.5.1 Preliminary Investigation

Where information received by the CEO is assessed to warrant investigation, arrangements for such an investigation will be made with the relevant General Manager.

This arrangement will include securing all related documentation and may include suspension of employee(s) being investigated.

Reports will be received in confidence which will ensure that the person reporting the suspected fraud or corrupt conduct will be protected from any adverse repercussions, provided that there is no evidence of malice.

Any person contacted by an investigator should cooperate with the process.

4.5.2 Investigation

Depending on the nature of the allegations, investigations will be undertaken in accordance with sound investigative practices.

All potential instances of fraud or corrupt conduct or 'protected' disclosures will be referred to an independent third party for investigation.

Where external investigation is required, for example, Victoria Police or other independent investigators, they will be in charge of such investigation.

Where the allegation has arisen through a 'protected' disclosure, the investigation will be in accordance with the *Protected Disclosure Act 2012* Policy and Procedures (Executive).

In all cases confidentiality will be maintained and the principles of natural justice adhered to.

4.5.3 Media

Council's media process will be observed at all times, and employees, Councillors or other people associated with Council will only make public comment in relation to any suspected fraud or corrupt conduct, whether proven or otherwise if approved by the Communications Unit.

4.5.4 Audit Committee (external reporting)

All incidences of proven fraud and/or corrupt conduct will be reported to the Chair of the Audit and Risk Committee in a timely fashion.

5 Review

This Policy must be reviewed a minimum of once every 4 years.

6 Human Rights Statement

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights and Responsibilities Act (2006). Central Goldfields Shire Council is committed to consultation and cooperation between management and employees.

7 Relevant Legislation and Council Policies

- Councillors' Code of Conduct
- Independent Broad-Based Anti-Corruption Commission Act 2011
- Internet and Email Policy
- Local Government Act 2020
- Public Interest and Disclosures Act 2012
- Risk Management Policy
- Security and Use of Council Computer Equipment Policy
- Staff Code of Conduct
- Staff Gift & Benefit Policy

8.7 Central Goldfields Early Childhood Education Workforce Plan 2024-2029

Author: Manager Children and Families

Responsible Officer: General Manager Community Wellbeing

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

This report seeks Council endorsement of the Central Goldfields Early Childhood Education Workforce Plan 2024 – 2029.

The Plan contains workforce planning and analysis undertaken to support the implementation of Victorian Government Best Start, Best Life Reforms.

These reforms include ongoing expansion of 3-year-old kinder, 30 hours of pre-prep for 4-year-olds, and the creation of Government owned and run Early Learning and Care Centres.

RECOMMENDATIONS

That Council:

1. acknowledge the significant work already undertaken by the sector to meet 15 hours of kinder provision for every 3-year-old in Central Goldfields, and the additional workforce required to meet 30 hours pre-prep and new State-run Early Learning and Care Centre.
2. endorse the attached Central Goldfields Early Childhood Education Workforce Plan 2024 – 2029.
3. Write to the Victorian Minister for Children to pursue a partnered approach that includes additional funds required to implement the Plan.

LEGISLATION AND POLICY CONTEXT

This briefing supports the Central Goldfields Shire Council's Council Plan 2021-2025 under:

Our Community Well-Being

- Socially connected, creative, inclusive, healthy, and safe 'all ages' friendly communities.
- Everyone is valued and belongs and has every chance to grow, prosper and thrive.

Our Growing Economy

- A vibrant and thriving economy with a growing population.
- Well supported business and industry

Leading Change

- Go Goldfields - Every Child, Every Chance

BACKGROUND INFORMATION

The Department of Education provided a one-off Workforce Planning Support Grant to support Local Governments to develop a five-year Workforce Plan for early childhood education in their location.

The grant focussed upon building a local plan for the attraction, retention, and development of the early childhood workforce over the next five years, particularly in the context of the continued scale up of 3-year-old kindergarten, the roll out of 30 hours Pre-Prep, and the state-run Early Learning and Care Centre committed for Maryborough.

REPORT

The Central Goldfields Shire Early Childhood Education Workforce Plan identifies:

- There is a nation-wide shortage of educators, this is not a local issue unique to the Central Goldfields Shire
- Local facilities are currently capping enrolments below licenced capacity due to sustained inability to fill positions with qualified educators
- The shire will need at least 25 EFT extra qualified early childhood educators by 2031 to adequately staff all early education services in the shire and provide all children with two years of funded kindergarten (at 15 hours per week for their first year and 30 hours per week in their second)
- At least four of the required additional educators will need to be Bachelor qualified early childhood teachers
- Due to geographical, socioeconomic, and housing challenges, most of our attraction, recruitment and retention strategies will need to focus on a local 'grow your own' strategy
- There is sustained commitment from all local service providers to engage in a collaborative approach regarding all areas of service delivery.

The workforce plan provides:

- A stepped 5-year plan to address the local workforce needs
- Strategies which are place based, to play to the strengths of local services, and build on existing established initiatives and networks developed through the Every Child, Every Chance initiative
- A clear framework for year-by-year evaluation and assessment of the Plans effectiveness, including processes for reporting to local providers, and
- A well evidenced plan to inform future direction and advocacy.

CONSULTATION/COMMUNICATION

The Plan has been developed following consultation with staff from YBallarat Kinders, Roseberry House, Goldfields Children's Centre, Maryborough Education Centre, Bendigo Tafe and the Local Learning and Employment Network.

The CGSC Senior Economic Development and Youth Officers were also engaged to align youth careers and economic development efforts.

The Central Goldfields Early Childhood Education Workforce Plan will be officially submitted to the Department of Education upon Council's endorsement.

FINANCIAL & RESOURCE IMPLICATIONS

The Plan outlines opportunities for Council and the Department of Education to take an active role in growing the local early years workforce through a range of strategies.

Implementation of these strategies would provide significant benefit to the shire's early years workforce and broader economic development including:

- Increased quality of local early years education and care services
- Creation of employment opportunities for local residents
- Increased provision of kinder and day care hours and choice for families
- Maximising use of current and future early years education and care infrastructure assets
- Adding protective factors for vulnerable children who require or benefit from extra time in care, and
- Stimulation of the local economy as more parents can return to work before their child commences school.

The Plan identifies resources/funds required for each strategy. Whilst some of these costs are covered in year one, further resourcing will be required to fully implement the Plan.

RISK MANAGEMENT

The Plan identifies significant risks to achieving the increased early childhood education workforce, and the benefits this will bring to the Central Goldfields community, without locally targeted interventions.

CONCLUSION

The Central Goldfields Early Childhood Education Workforce Plan provides an evidence-based analysis and clear strategies to address the workforce needs to meet the Victorian Government's Best Start, Best Life Reforms locally.

Implementation of the Plan will have significant benefits for the Central Goldfields community.

Additional resourcing will be required to implement key strategies over the 4 years.

There is an opportunity for Council to seek a partnership with the Department of Education to deliver on the Plan.

ATTACHMENTS

8.7.1 Central Goldfields Shire Early Childhood Education Workforce Plan 2024 – 2029.



go goldfields
Central Victoria



8.7.1 *Central Goldfields Shire*

Early Childhood Education Workforce Plan 2024- 2029



This Workforce Plan has been developed to meet the anticipated increased demand for qualified early childhood education professionals in the Central Goldfields Shire. From 2026 the kindergarten hours offered to children in their 2nd (4 year old) year of kindergarten will increase incrementally from 15 hours per week, reaching 30 hours for each child in 2031. This increases by 25% the number of educators and Early Childhood Teachers (ECT) required to deliver funded kindergarten in our shire. In addition, the state government will be delivering a state run early learning centre (ELC) in Maryborough, to be opening between 2027-30. This service will deliver long day care and funded kindergarten; and will require approximately 22 Early Childhood staff at full operation. The kindergarten reforms and impending ELC will require an additional 30.9 EFT qualified staff to be employed across the shire by 2031.

Contents

1 Context and Vision.....	3
1.1 Internal Context.....	3
1.2 External Context.....	8
2 Existing workforce profile.....	9
2.1 Existing workforce data.....	10
2.2 Workforce by service provider.....	13
2.3 Existing workforce risks and challenges.....	16
2.4 Existing workforce strengths and opportunities.....	17
2.5 Current workforce Strategies.....	18
3 Future Workforce Profile	19
3.1 Future supply	21
3.3 Licenced Kinder Places in Central Goldfields	23
3.4 Workforce Gaps.....	25
3.5 Prioritisation of workforce Gaps.....	30
Maximum hours of Four-Year-Old Kindergarten and Pre-Prep per week.....	31
4 Monitoring and Evaluation	31
5. Risks	32
6 Ongoing workforce planning	36
7 Strategies.....	37
7.1 Key Strategies	37
7.2 Implementation Plan <i>Year one</i>	42
8 Data sources.....	47
Appendix. Implementation plan years two to five.....	48

1 Context and Vision.

Central Goldfields Shire is a regional local government area located in central Victoria. The shire encompasses Maryborough, population of 7769, and surrounding smaller towns of Bealiba, Carisbrook, Dunolly, Majorca, Talbot, Bowenvale-Timor and the rural districts surrounding these centres. The Central Goldfields Shire is situated on Dja Dja Wurrung Country and has been inhabited by the Djarra people for over thirty thousand years. Maryborough and surrounding townships were established following the discovery of gold in the area in the 1850s.

The shire has a total population of 13 574. 2.3% of people living in Central Goldfields identify as Aboriginal or Torres Strait Islander. Less than 10% of the population were born overseas and only 3% report speaking a language other than English at home.

There are 532 children aged between 0 and 4 years of age living within the shire (2021 census).

1.1 Internal Context

The Workforce Planning Support Grant is a one-off payment available to support Local Governments (LGs) and Early Years Managers (EYMs) to develop a five-year Workforce Plan for early childhood education in their location and/or within their organisation. The grant will support each organisation to plan for the attraction and retention of the early childhood workforce over the next five years, particularly in the context of the roll out of Pre-Prep and the continued scale up of Three-Year-Old Kindergarten. The benefits of local planning mean that each plan is responsive to the strengths and challenges of a specific location or organisation.

Central Goldfields Shire Council accepted the grant in April 2023 and the Workforce Plan development project was tasked to Go Goldfield's *Every Child, Every Chance* project officer. Go Goldfields is a place-based partnership working to address entrenched disadvantage in the Central Goldfields Shire. In partnership with the shire Council, Go Goldfields oversees delivery of the *Every Child, Every Chance* initiative.

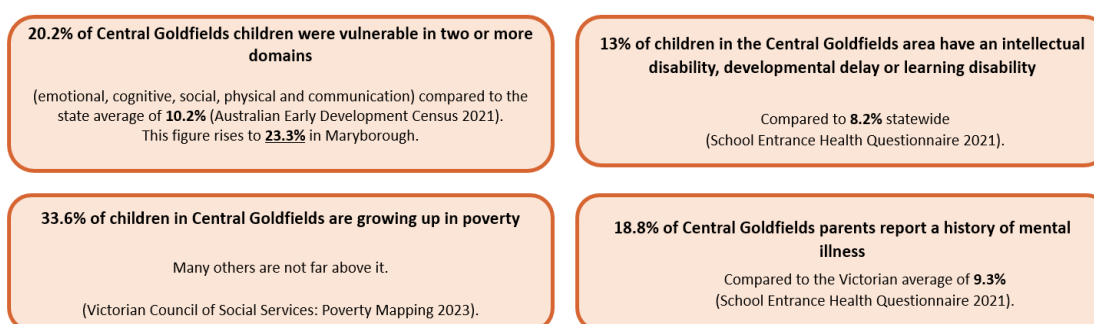
Every Child, Every Chance was developed on the principles of strong engagement with community, the use of evidence-driven principles, and collaboration. This supports a focussed delivery approach, aimed to increase the effectiveness of government investment and policy reform by applying local community context in design and implementation.

The *Every Child, Every Chance* initiative was heavily informed by the research conducted by Murdoch Children's Research Institute – Restacking the Odds project – that 'stacking' child centred interventions can make a meaningful difference to children living with disadvantage.

Children and families in Central Goldfields experience significant hardships and challenges. Figure 1 below outlines some of the key statistics.

Figure 1

How our children in Central Goldfields compare



Focusing on 'pregnancy to primary', *Every Child, Every Chance* uses a collaborative approach to generate activities in priority areas that wrap around a child's life course from 0 to 8 years of age.

The priority areas include:

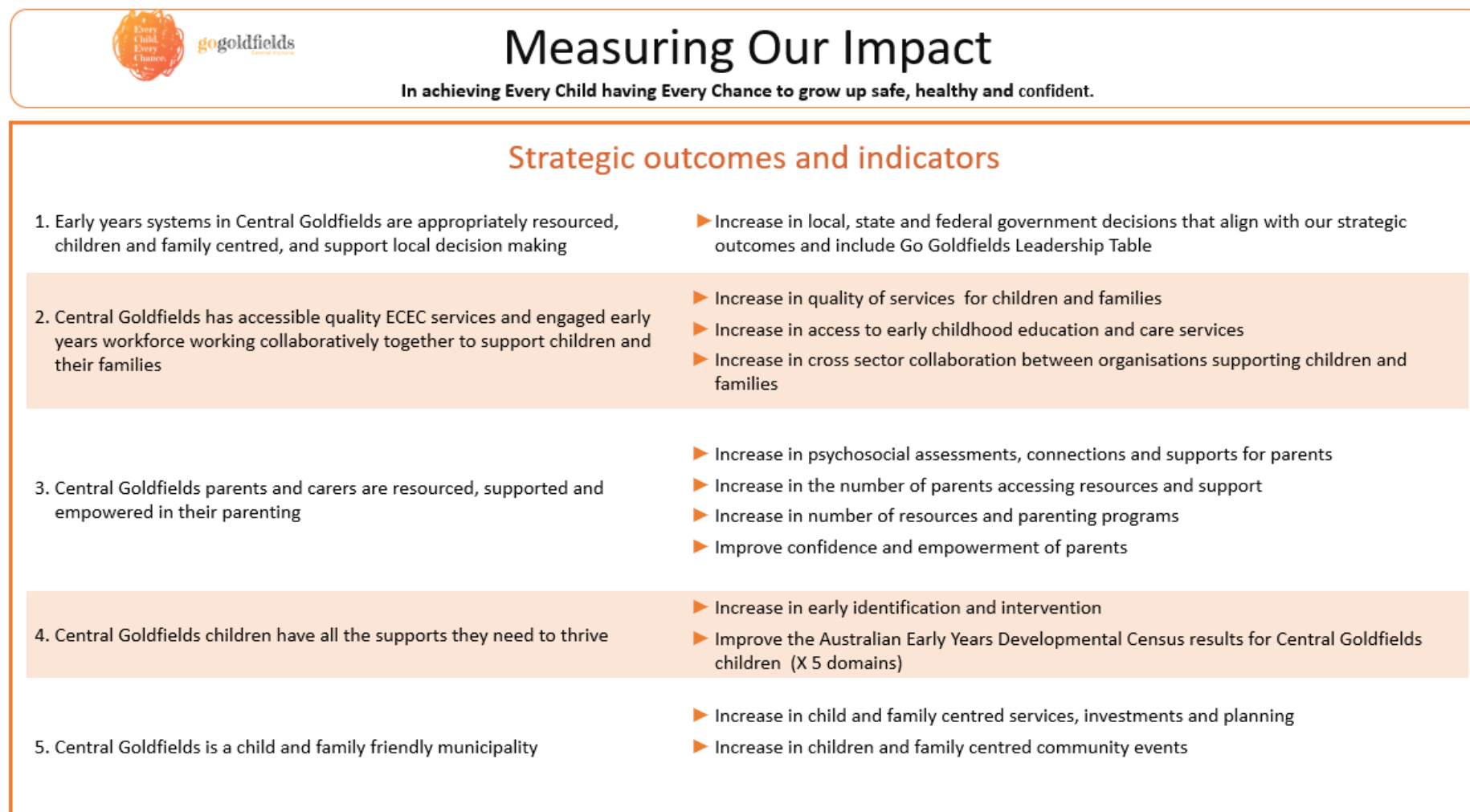
- Healthy and Supported Pregnancies
- Confident and Connected Parents
- Safe and Thriving Children
- Valued Early Years Education and Care
- A Great Start to School for all kids.

As a critical partner, Council has formally endorsed the *Every Child, Every Chance* strategic outcomes. These will provide a critical framework for future decision-making, advocacy and investment to ensure all children have all they need to grow up healthy, safe, and confident. Figures 2 and 3 below illustrate the priority areas, long term outcomes and indicators

Figure 2



Figure 3



Considerable engagement has been undertaken over the past three years to develop collaborative groups, strengthen relationships and build a shared vision for all services, families and institutions working in each of the *Every Child, Every Chance* priority areas.

Our vision for Valued Early Years Education and Care is:

Governments, services, and our community invest in early years education and care to empower and support families and the workforce to create opportunity and growth in the community.

The long-term outcomes we are working towards include:

- All children and families have access to the high-quality childcare and early learning they need.
- Central Goldfields has a highly collaborative early years education sector that ensures every child receives excellent, consistent, and quality education and care.
- Central Goldfields has high quality integrated early years education and care facilities that meet the needs of children and families and empowers and supports the workforce.

Every Child, Every Chance provides an important framework to align efforts by partners, including Council (Maternal Child Health, Supported Playgroups and Community Partnerships) Maryborough District Health Services, Anglicare, local schools, kindergartens, childcare providers, Bendigo & District Aboriginal Cooperation, Centre for Non-Violence, along with State Government Departments to support the shared priorities.

Using the *Every Child Every Chance* Strategic Outcomes, Central Goldfields Shire Council is working with providers, services, government, and families to design and implement activities that contribute to these long-term outcomes.

While the Central Goldfields Shire Council has an Economic Development Strategy, early childhood education and care, has not been a focus. This is changing with the activities and advocacy being generated by the *Every Child, Every Chance* initiative. This Workforce plan, along with the recently developed 'Early Years Infrastructure Masterplan' will be implemented as part of the *Every Child, Every Chance's* 'Valued Early Years Education and Care' priority area to ensure the continued improvement, accessibility and growth of the early education sector within our shire.

1.2 External Context

Central Goldfields Shire is facing significant and unique challenges to sustainable development. Along with the barriers to growth encountered by other regional shires related to infrastructure, housing, transport and access to higher education; our local demographic challenges include: aging population, low socio-economic index and significant local community trauma.

The Central Goldfields Shire population is disproportionally weighted towards an older populace, compared to other regions in Victoria, with a median age of 50 years. The projected increase in elderly residents (aged 70+ years) and the decrease in younger cohorts creates economic issues related to a supply of employees across all industries. It also influences the decision making of young people and families who might consider moving to the area. It also has an effect on people deciding to move away from the area for more social opportunities and services and infrastructure suitable for their demographics.

The Socio-Economic Index for Areas (SEIFA) Index score for Central Goldfields Shire is 870. This has placed Central Goldfields Shire as the most disadvantaged regional Local Government Area in Victoria; with issues related to low income, low educational attainment, family violence, high unemployment, and jobs in relatively unskilled occupations (Economic Development Strategy 2020 – 2025).

Economic challenges for Central Goldfields Shire include a need to attract a younger and more diverse population to the shire to provide labour and skills for a wide variety of industry and business positions. To attract families to the shire and retain school leavers, there is a need for tertiary education pathways, as well as adult education opportunities for upskilling existing and newly arrived lower-skilled workers. (White paper on Advancing Regional Skills, Innovation and Leadership in the Central Goldfields Shire).

Children in the Central Goldfields Shire are deeply affected by the socio-economic challenges experienced by our community. 33% of our children are living in poverty and are twice as likely to be living with a parent with mental health concerns than other Victorian children. AECD data shows that a third of our children are developmentally vulnerable in at least one domain.

Community impact of this sustained disadvantage is clearly reflected in our adult education and employment data; 16% of adults in the shire have attained an education level of diploma or above, this is less than half of the overall Victorian figure of 39%. Adults who attained year 10 or less as their

highest level of education represent 29.3% of the adults in the shire. Victoria wide this figure is 16.4%.

Maryborough and surrounds have five public primary schools (P-6), one public combined school (P-12 and special school), one Catholic primary school and one independent secondary college. There are two childcare centres (long day care) in Maryborough, one after school care provider, and no occasional care. There are seven kindergartens, including those delivered at the Child Care Centres.

Latest data indicates that Central Goldfields is now in a “childcare desert” and our two long day care centres have considerable waiting lists. Lack of childcare contributes to the cycle of disadvantage in rural communities, with children less likely to participate in early education (which is a predictor of arriving at school ready to learn), families having ongoing low-income challenges with women unable to participate in the workforce, and effects on regional businesses (Loddon Mallee Regional Development Australia, 2022). According to information provided by existing childcare centres, there are currently over 145 children in the shire waiting for a childcare place.

2 Existing workforce profile

Current Early Childhood Education (ECE) service provision within Maryborough and surrounds is comprised of five standalone kindergarten and two long day care services who offer Kindergarten programs. Out of School Hours Care (OSHC) is delivered to students at four of the local primary schools for two locations. The OSHC workforce have not been included in this plan, their organisation did not engage with the data collection. However, they have a small team operating across Dunolly and Maryborough and further engagement with this team will be included in the workforce strategy.

The local ECE workforce is representative of the wider community demographics, the majority of educators were born in Australia and speak English as their first language. Two educators speak English as a second language. There is only one educator working in the shire who have reported to their employer that they are Aboriginal or Torres Strait Islander. However, local knowledge of the workforce suggests there are more educators who are, and this suggests that workplace cultural safety may be an area for improvement when considering workforce attraction. All of the local teachers and educators identify as women, which places Central Goldfields Shire outside of the norm. Across Australia 7.7% of the early childhood workforce are men and .2% are non-binary or self-describe their gender. However, the percentage of men in the sector is weighted towards afterschool and vacation care, this figure drops to 3.9% when considering centre based care alone.

Teachers and educators in the shire are more likely to have stayed with the same employer for more than 5 years than the national average and to have more years of experience overall than the wider workforce.

All local providers experience difficulties in recruiting new staff, with very few qualified applicants applying for positions. This is a trend experienced across all states, the *Big Steps* campaign (United Workers Union) reports that nationwide 95% of childcare centres have had staff leave in the past 12 months, 91% of centres have current staff vacancies and, of those, 50% have 3 or more current vacancies. 87% of providers agree that staff shortages are impacting the safety and wellbeing of their educators and 64% believe that these staff shortages are impacting the safety and wellbeing of children.

In Victoria the workforce challenges are exacerbated by an overall decline in actual workforce. Between 2016-2021 (*2021 ECEC workforce census*) all states bar Victoria saw an increase in their workforce; South Australia, Northern Territory, Western Australia and Queensland all saw ECEC workforce increases over 20%. Growth was also observed across all other states except Victoria, which saw a decline of .9%.

To ensure Central Goldfields Shire is able to meet the increasing demand for early childhood educators, strategies should include a focus on retainment and build in opportunities for encouraging qualified staff employed in other professions to return to the sector.

2.1 Existing workforce data

The local workforce is employed across seven services, the tables below show the per service allocation of licenced places and service types.

Table 1 shows approved places by service. Many of these services have capped attendance at 22 places, due to consistent inability to staff the programs at full capacity.

Table 2 shows Approved Long Day Care places, these places include the listed kinder places. The Children's Centre is capping places below capacity this year due to challenges in recruiting new educators.

Table 1

Service Name	Type of Service	Centre information	Approved Kinder places
AG Leech	Sessional kinder	Ballarat YMCA	33
Californian Gully	Sessional kinder	Ballarat YMCA	29
Dunolly	Sessional kinder	Ballarat YMCA	30
Goldfields Children's Centre	Long Day Care and Kinder	Council owned	33
Roseberry House	LDC and integrated Kinder program	Privately owned	33
Talbot	Sessional kinder	Ballarat YMCA	25
TL Stone	Sessional kinder	Ballarat YMCA	30

Table 2

Service Name	Type of Service	Approved places
Roseberry House	Long Day Care- Private provider	70
Goldfields Children's Centre	Long Day Care- Council owned and operated	100

The below table outlines the funded kindergarten programs running this year.

Table 3 Kinder programs in Central Goldfields Shire 2024

Service Name	Centre information	3-year-old Kinder programs	4-Year-old Kinder programs	Integrated 3 and 4 year old program
AG Leech	Sessional kinder Y Ballarat	Mon, Thu and Fri 9.00- 2.00	Tue and Wed 8.30- 4.00	
Californian Gully	Sessional kinder Y Ballarat			Gumnuts Mon, Thu and Fri 9.00- 2.00 Wattle Tue and Wed 8.30- 4.00
Dunolly	Sessional kinder Y Ballarat			Mon and Tue 8.15-3.45
Goldfields Children's Centre		Mon & Tue 8.30-4.00pm	Thu and Fri 8.30- 4.00	
Roseberry House		Mon – Fri 6.30-6.30	Mon – Fri 6.30-6.30	
Talbot	Sessional kinder Y Ballarat			Tue, Wed and Thu 9.00 – 2.00
TL Stone	Sessional kinder Y Ballarat			Group 1 Tue and Thu 8.15 – 3.45 Group 2 Wed and Thu 8.15-3.45 Group 3 Tue and Wed 8.15-3.45

Table 4 describes the current ECEC workforce in Central Goldfields. This includes those working throughout services in various roles from leadership, administration, and educators working directly with children.

While the aggregated local ECEC workforce data shows a positive spread of age and tenure across the services, when considered at an individual level, unique underlying challenges have been identified at each service.

Table 4 Current Early Years Education Workforce CGS February 2024

	Total workforce	ECTs	Other educators (Diploma)	Other educators (Cert III)	Other ECE team members	EYM employees	Other roles
Headcount	81	13	39	13	2	3	3
FTE	62.6	9	32.2	15.4	1.6	3	3
Ongoing	62	11	31	11	1	3	3
Fixed term	1	0	0	0	1	0	0
Full time	21	5	9	3	1	3	2
Part time	42	6	22	9	1	0	0
Casual	18	2	8	7	0	0	1
Average time to recruit	6-8 weeks						
Average tenure	8.7 years	5 years	2.5				
Average age	Uncertain – however 4 Eds planning to retire in the next 3 years	32.5	29	25			40 years

2.2 Workforce by service provider

Y Ballarat

Data for Y Ballarat services shows an aging workforce with teachers that have been or are close to accessing long service leave. This has, and will continue to, put significant pressure on an already stretched workforce to cover short term contract periods. Y Ballarat can rely on teachers outside of the shire to support with changes and shortfalls.

Table 5 Y Ballarat services workforce

Y Ballarat CGSC Services	Total workforce	ECTs	Other educators (Diploma)	Other educators (Cert III)	Other ECE team members	EYM employees	Other roles
Headcount	15	6	5	2	1 Trainee	1- Area manager	
FTE	12	4.8	4.4	1.2	.6	1	
Ongoing	15	6	5	2		1	
Fixed term	1				1		
Full time	4	2	1			1	
Part time	11	4	4	2	1		
Casual							
Average time to recruit	Not provided						
Average tenure							
Average age							

Roseberry House

Roseberry House has a young but less experienced workforce with high numbers of educators starting off in the sector and many educators upskilling (12) from a Certificate III to a Diploma qualification. Staffing at Roseberry is made up of mainly casual employees allowing for more flexibility with educators and the ability for them to earn more while doing full time hours. While the investment in training is positive, there is significant pressure on experienced educators to mentor and support their co-educators.

Table 6 Roseberry House workforce

Roseberry House LDC	Total workforce	ECTs	Other educators (Diploma)	Other educators (Cert III)	Other ECE team members	EYM employees	Other roles
Headcount	24	2	12	7		Vacant 1	1
FTE	22	2	11	7		1	1
Fixed term							
Full time	3	2				1	
Part time	7		5	1 Trainee			
Casual	14		7	6			1
Average time to recruit	Not provided						
Average tenure		5 years	4 years	2.5 years			1 year
Average age		32.5	29 years	25 years			40

Goldfields Children's Service

The Goldfields Children's Centre operates as part of the Goldfields Family Centre, an integrated hub which provides Kindergarten, long day care, Maternal and Child Health and Community immunisation services. Goldfields Children's Centre employs around 42 employees with a range of ages and qualifications. Notably 4-6 employees are nearing retirement.

Table 7 Goldfields Children's Centre workforce

Goldfields	Total workforce	ECTs	Other educators (Diploma)	Other educators (Cert III)	Other ECE team members	EYM employees	Other roles
Headcount	42	5	22	10	1 (Bachelor)	1 (Dip)	2 (1 Dip)
FTE	27	2.2	13.6	7.2	1	1	2
Ongoing	37	3	21	9	1	1	2
Fixed term	0	0	0	0	0	0	0
Full time	14	1	8	3	1	1	2
Part time	24	2	13	6	0	0	0
Casual	4	2	1	1	0	0	0
Average time to recruit	6-8 weeks						
Average tenure	8.7 Years						
Average age	Uncertain – 4 Eds planning to retire in the next 3 years						

2.3 Existing workforce risks and challenges

Consultation with local ECE services highlights the challenges they face with recruitment of educators with experience and tertiary educated teachers. The recruitment process can take between 6-8 weeks with people with little to no experience applying. The rural location is another significant challenge; larger regional cities, Bendigo and Ballarat, attract workers from Maryborough but there is not the pull for staff to come from these larger towns to Maryborough. Ironically, lack of available childcare in town is also a barrier for qualified educators seeking employment.

Public transport is limited from Maryborough with only 2 trains a day going to Ballarat and 1 bus service a day going to Bendigo via Castlemaine. A bus travels from Castlemaine to Maryborough, doing two round trips. This severely impacts people's ability to reach the town. It is especially difficult for prospective employees who will need to travel into Maryborough from the nearby small towns, as the only available public transport is those listed above who travel through the outlying towns. No public transport options would allow staff to commit to working rosters around the 6.30am to 6.30pm operating hours of the long day care services.

Three local Y Ballarat kindergartens and one of the long day care facilities are currently capping enrolments below licenced capacity due to sustained inability to fill positions with qualified educators.

In addition, long day care providers in Central Goldfields and the community are drawing attention to a considerable shortage of available childcare. Waiting lists across the services are sitting at approximately 145 children. There is additional strain placed on kindergarten places and the workforce by childcare demand. Long day care providers strive to support the needs of long day care by reducing the number of kindergarten places they offer and increasing the care provided to children under three who require higher educator to child ratios. Local childcare services have expressed their frustration at having to turn away families from care, many of whom are struggling to meet increased interest rates/rental costs. Anecdotally, staff report receiving regular phone calls from families with jobs waiting for them, but no childcare available which would allow for their return to work. These include professionals in sought after healthcare and education roles.

The existing workforce appears to offer balanced spread of qualification and experience, however, there is not an even distribution of this workforce across the services. This places substantial pressure on some teams to provide the mentoring and support needed to train and retain new educators.

Local workforce data and historical data on staff turnover at the providers informs predictions for change within the local teams. In addition, staff intention or eligibility for long service leave and

maternity leave creates uncertainty around the true number of educators the shire will need to train, recruit and retain over the delivery period of the workforce plan. We can anticipate an average of two educators/teachers leaving the sector or shire each year. Consequently, the local workforce development strategies will need to meet the raising local demand and replace personal who have left.

The current workforce issues present a variety of challenges to meeting the future needs of the shire, however our local workforce, early education services and the established *Every Child Every Chance* initiative provide meaningful local opportunities to support the delivery of this plan.

2.4 Existing workforce strengths and opportunities

Early childhood education (ECE) in the Central Goldfields Shire is delivered by a cohort of highly experienced early childhood teachers. Most of the teachers in the shire, particularly those delivering funded kindergarten in the 'stand-alone' services have well over 10 years' experience providing high quality, engaging, early education programs. They are actively engaged in the local education community and provide support and mentorship to new graduates, and other teachers new to the area. Delivery of the workforce plan acknowledges the existing workforce as a high value asset to both protect and leverage.

The quality of existing teaching staff in the shire is not only of value to their students and colleagues, but regional universities are also always looking for experienced teachers to supervise students on placement. Placement within high quality programs builds the capacity of the sector generally and provide existing staff an enriching professional challenge. In addition, placements frequently translate into ongoing employment for promising students. Proactively managed relationships with regional universities should be pursued to facilitate the recruitment of new teachers in the region, providing a buffer against workforce turnover.

The established early years networks and working groups represent another area of strength for workforce development in the Shire. Early education in Central Goldfields Shire is characterised by its collaborative approach. Collaborative efforts have built a strong professional community through engagement with programs such as *Every Child, Every Chance* and Best Start, with a focus on regular networking, shared professional development opportunities and, in particular, the year-round Kindergarten Transition and Attendance Projects. Irregular attendance and the demands of kinder to

school transition can be significant stressors for kindergarten teachers, especially if inadequately supported. By fostering an environment of collaboration and communication, factors that could otherwise drive teacher burnout and premature employee departure from the sector can be significantly reduced.

2.5 Current workforce Strategies

Currently services in the area work individually to retain, attract, and develop their workforce. Each provider has developed their own unique strategies to support their workforce, these include:

- Flexible work hours and positions. Many staff are choosing to be paid as a casual educator working full-time hours to increase their income.
- Accommodation of all leave requests to provide a work life balance.
- Paid training, professional development, and upskilling.
- Highly regarded EBAs where Educators receive better conditions, recognition, and professional development
- Formal mentorship arrangements, supporting new teachers

Working alongside the individual services the *Every Child, Every Chance* initiative delivers a shire wide collaborative approach to supporting education professionals, managers and services through the Valued Early Years Education and Care priority area. The initiative supports a small focused early years team, who take on specific project work.

It is well evidenced that supported early years professionals working in collaborative environments are more likely to remain in the sector and less likely to experience burnout. The *Every Child, Every Chance* work provides a wide range of targeted early years workforce. The Valued Early Years Education and Care group has been developed as part of the initiative to support the wider professional development of the early years' workforce, give networking opportunities and provide a structured collaborative approach to early childhood education in the shire.

Membership of this group includes:

- Director of Roseberry House
- Coordinator of Goldfields Children's Centre
- Area Director of Y Ballarat
- Department of Education KIA and EDPAS

- Coordinator Maternal and Child Health
- Best Start Facilitator
- Early Years Planning and Coordination Officer – Central Goldfields Shire Council
- Access to Early Learning Facilitator - Anglicare

These activities include those listed below. Details are contained in the Strategies section of this report.

- Central Goldfields Early Years Professional Forums
- Central Kinder Registration
- Central Goldfields Shire-wide Approach to Transition
- Early Childhood Teacher Network meetings
- A shared approach to professional development
- Support for families through 'Getting Ready for Kinder' parent information sessions and printed local guide for families to support transition.
- Monthly Valued Early Years Education and Care group meetings
- Collaborative approach to using School Readiness Funding in the shire
- A shared approach to measuring progress towards desired outcomes

3 Future Workforce Profile

In addition to building the number of qualified educators in the local workforce, future workforce planning should include strategies to attract a wider demographic into the local area education sector. Current workforce profiles and local demographics suggest that, without direct action, the local early education workforce will continue to have limited cultural and linguistic diversity.

Supporting the recruitment of educators from culturally and/or linguistically diverse (CALD) backgrounds provides significant benefit for the children attending early education. All children benefit from early exposure to diversity which supports the development of multicultural awareness and builds tolerance and acceptance which is carried into adulthood. Children from CALD backgrounds with access to educators of similar cultural backgrounds who share culture, language and traditions will develop a strong sense of identity and belonging. Children who are provided culturally safe learning environments will engage more confidently with educators and peers, and will experience greater educational benefits.

The Central Goldfields Shire population data shows very little cultural diversity. However, this overall data does not accurately capture the children in the area, people moving to the area are more likely to be culturally diverse and, be younger people with families or starting families. Members of our community who identify as Aboriginal and/or Torres Strait Islander represent 2.3%, however 10% of the children born in the shire over the past 5 years have been Aboriginal and/ or Torres Strait Islander (*Maternal and Child Health local data*).

Children and families from culturally and/or linguistically diverse (CALD) backgrounds and Aboriginal and Torres Strait Islander children and families experience unique barriers to accessing and participating in early childhood education and care. Building an understanding of how the wider population demographics in the shire are represented in children under school age, will support ongoing workforce planning to meet the needs of all children and their families.

Culturally safe learning environments are vitally important for Aboriginal and Torres Strait Islander children and their families, with significant impacts to their attendance and engagement with the service. Educational institutions have not been historically safe spaces and have caused harm to Australia's Indigenous people, culture and communities. For many families, accessing kindergarten will be the first time they have engaged with education services since their own schooling. These families need culturally informed and safe education spaces for their children and may require additional support as they transition onto primary school. Employing Aboriginal and/ or Torres Strait Islander educators should therefore be considered as an imported aspect of workforce planning for the early years. Aboriginal and Torres Strait Islander educators play a crucial role in fostering positive outcomes by providing culturally relevant education that honours their heritage, traditions, and languages. They serve as role models and mentors who understand the unique challenges and strengths of their students, helping to build confidence and pride in their identity. By integrating Indigenous knowledge into the curriculum, these educators create inclusive learning environments that promote academic success and overall well-being.

Workforce development approaches should include building the capacity of educators to provide culturally safe learning environments; along with engagement and recruitment strategies to encourage educators from CALD backgrounds to join the local ECE sector. Ongoing collection of birth data and information about families moving to the area will build a deeper understanding of the demographics of children in shire and will inform capacity building initiatives.

3.1 Future supply

The current workforce is well qualified and established. It can be anticipated that four educators will retire in the next 5 years. Following past trends, it is also likely that around 5 educators take parental leave. It could be anticipated that across the next five years there will be a need to replace 1-2 educators each year as they move to different areas or into different professions. Over the five-year delivery period this plan will need to replace these educators while building the supply to endure we can meet the demand into the future.

The anticipated future supply of qualified educators and teachers is tied to the low socioeconomic challenges in the shire which hinder skills development and limit opportunities for individuals to enhance their employability.

Addressing these challenges through targeted workforce planning is crucial to ensuring a skilled workforce capable of meeting the evolving demands of the early education sector and fostering sustainable growth. In the Central Goldfields Shire, only 16% of adults have an education level of diploma or above. The workforce plan is well positioned to promote a career in early childhood education as a significant pathway to tertiary education and employment for the young people in Central Goldfields.

Our focus on attraction, upskilling and creating career pathways for our students is key to growing our ECE workforce. With our whole shire approach working collaboratively to support children and their families to ensure they get the most out of their early childhood education.

3.2 Future Workforce Demand

In 2022 the Central Goldfields Shire Council commissioned the Central Goldfields Early Years Infrastructure Masterplan Project. This project aimed to establish a shovel-ready early years education infrastructure masterplan for the Central Goldfields Shire to meet community needs in both the short and long term. The masterplan modelling includes the 100 place state government owned and operated early learning centre which will be delivered by 2030 as part of the *Best Start, Best Life reforms*.

The increasing availability of childcare places will undoubtedly add community value by offering more families access to the workforce, tertiary education and other essential support. However, to be fully operational, this service will need approximately 22 staff. On current workforce trends, there is a significant risk that the shire will be unable to adequately staff this facility. Striking a balance between

the growing demand for childcare and ensuring a well-qualified and sufficient workforce remains crucial challenge in our ECE workforce plan.

While focussed on infrastructure, the masterplanning process also highlighted the limitations of the current workforce to cope with the substantial increase in hours to be delivered through pre-prep.

To develop an understanding of these future workforce demands we have mapped the planned Masterplan infrastructure development against the Kindergarten Infrastructure and Services Plan 2023 (KISP) data provided by the Department of Education to show predicted workforce distribution and requirements. When calculating available places, this workforce plan does not apply the adjustment rate of 0.9 (allows for a 10% reduction in places) to sessional services. The adjustment rate is applied to KISP estimates to allow for services facing barriers to maximising kindergarten places, however as this workforce plan is being developed to address those barriers, kindergarten place data should assume full capacity for delivery.

When discussing available places, *licenced places* describe how many children can be enrolled on any given day and *kindergarten places* describes how many children can be enrolled at that service across the week.

When delivering 15 hours of kindergarten a service can provide kindergarten places to two groups of children, so a 22 place service could enrol 44 children. As we move to delivering 30 hours of kindergarten, one 4 year old enrolment will take up two 15 hour places. Using this calculation the 22 place service used in the example above is now able to deliver 29 kindergarten places.

Applying a local lens to the delivery of kindergarten finds that the deliverable places is less than the available kindergarten places as calculated in shires KISP. This has informed the calculations of future workforce demand, as more teachers will be needed across more services to meet the community needs.

3.3 Licenced Kinder Places in Central Goldfields

Table 8 Licenced kindergarten places

2024	Roseberry	Goldfields CC	Dunolly	Talbot	T.L. Stone	Californian Gully	A.G. Leech	Total
<i>Licensed Places</i>	(70) 42	33	30	25	30	29	33	222
Total available 15 hour Kindergarten places	LDC .64 multiplier applied 45	66	60	50	60	58	66	405
Total available Kindergarten places, providing a 50/50 split between 15 hours and 30	30	44	40	33	40	38	44	269

The Shire's 7 kindergarten services have 222 licenced places combined. Each kindergarten operates one classroom only, with the exception of Roseberry House, which has a three year old classroom and a four year old classroom. Their combined capacity is 42.

When considered at full capacity the shires kindergartens could enrol 405 children. However, there are some complex factors which make practical capacity less than the 222.

- A G Leech kindergarten is licenced at 33, however '3' of these licenced placed are drawn from floor space in a back room which is logistically difficult to supervise and is not accessible to the children during regular session time. For this reason, they enrol to 30 places.
- Roseberry house offers Kindergarten in an integrated long day care model, which provides long day care alongside funded kindergarten. While they have 42 places a day across their two Kinder rooms, these places are mostly filled with children who are enrolled in long day care. There are 27 children enrolled in funded kindergarten at Roseberry house in 2024. This is considerably less than the 45 deliverable spaces calculated in the KISP using the 0.64 modifier they apply when calculating Long Day Care kindergarten spaces.
- Roseberry House are managing their Kindergarten enrolments against extremely high demand for long day care and a relatively small demand for their kindergarten spaces. When calculating deliverable places, from 2031, at Roseberry house, the modelling takes into account the reduced demand for long day care for four year olds, who will all be receiving 30 hours of kindergarten and the reduced demand for long day care overall after the opening of the State run ELC.

- There is little demand for kindergarten in the smaller outlying towns and so both Talbot and Dunolly kindergartens cap at 22 and only run one kindergarten group a year. In town, Goldfields Children's Centre, A G Leech and Californian Gully run two groups over 4 or 5 days a week, delivered by two teachers at each service.
- While Talbot operates at a practical cap of 22, the demand in this small town remains small. Talbot does not attract more than 10 enrolments a year.

Given the above factors, the current *deliverable* Licenced kindergarten places across the shire is 196. Current infrastructure, operating at this capacity, delivering kindergarten to two groups each week (at centrally located Kindergartens), and delivering 30 hours of Kinder for all four year olds in the shire, would provide the *deliverable* capacity for 235 total enrolments.

Table 9 Deliverable licenced places

	Roseberry	Goldfields CC	Dunolly & Talbot	T.L. Stone	Californian Gully	A.G. Leech	Total
<i>Licenced Places</i>	42	33	32	30	29	30	196
<i>Total Deliverable Kindergarten places 2024</i>	28	66	32	60	58	60	304
<i>Total Deliverable Kindergarten places 2031</i>	26	44	32	45	43	45	235

The Early Years Masterplan was developed using KISP (Kindergarten Infrastructure and Services Plan) data provided by the Department of Education, which predict that the kindergarten infrastructure in the Central Goldfields Shire will need to provide 298 kindergarten places in 2029. There are 232 enrolled for kindergarten in 2024, however there are around 10 children in the shire not attending any Kindergarten service. Predicting that our population growth follows the trend displayed in the KISP data of each year, increasing by 11-12 places per year, it can be anticipated that the shire will need to provide for 320 Kindergarten enrolments in 2031.

Due to high disadvantage in the shire and the higher rates of developmentally vulnerable children the recommended capacity of kinder class sizes is 22. Larger class sizes teachers are a critical barrier to providing the individualised attention required to support our children. Large class sizes also hinder the learning experience of the class as teachers are attending to the more vulnerable. Investing in better teacher to child ratios in Central Goldfields would recognise the weighty challenge

of working with high levels of disadvantage and vulnerability and assist to recruit teachers and educators.

Several kindergarten services are currently operating with over 22 children per group. This impacts the quality of teaching and increases stress on the teachers as there is a significant proportion of children in the shire with additional needs, including developmental vulnerability.

Following best practice principles and sector advice the Masterplan developers made the decision to implement a 22 place cap on all kinder programs within the Masterplan. While additional strain is placed on the workforce, it is still the most sustainable and appropriate model to move forward with.

Mapped across the current infrastructure, a 22 place cap applied to all services would bring the 2031 deliverable kindergarten places to 183, table 10.

Table 10

	Roseberry	Goldfields CC	Dunolly	Talbot	T.L. Stone	Californian Gully	A.G. Leech	Total
Licenced Places	28 (42)	22	22	10 (22)	22	22	22	148
Total Deliverable Kindergarten places 2031	28	29	29	10	29	29	29	183

By 2031 there will be 320 children in the shire needing kindergarten. To meet this need, the shire will need 252 *licenced places*. Infrastructure across the shire will be upgraded as the Masterplan is implemented over the next 7 years, to meet the increased demand. These changes include the introduction of 22 place caps on sessional kindergartens. Note: When calculating future workforce gaps at *part 3.4* modelling based on both 22 place grouping **and** 33 (or capacity) place grouping is used to provide a clearer picture the future infrastructure and workforce requirements.

3.4 Workforce Gaps

Workforce gaps for kindergarten have been mapped over two scenarios. Scenario 'a' shows the best practice modelling, using a maximum group size of 22. Scenario 'b' outlines modelling based on a

Building Blocks Funded Kindergarten infrastructure upgrade, which mandates 33 place kindergartens.

Workforce requirements are calculated on the KISP prediction of 320 children in 2031. Both scenarios assume a 50/50 split between 3 and 4 year old children.

All teachers and educators in the Shire, with the exception of those employed with Roseberry house, are employed under the VECTEA (or equivalent) agreement and cannot teach more than 25 hours in a week. An assumption has been made that the teachers delivering Funded kindergarten at the new ELC will be employed under a Vic Gov VECTEA equivalent enterprise agreement.

When teaching 25 hours a VECTEA employed ECT will work an additional 12.5 hours *non contact*. This is .5 non-contact hours for every contact hour. For this reason, teachers Full Time Equivalent positions are calculated at 32.5 hours. ECTs are rarely employed full time and those who are generally engaged in work not directly related to teaching, like service management, mentoring or co-educating. This work is integral to the delivery of kindergartens, so an additional 5 hours of FTE has been added to every 2 groups of children within sessional kindergartens to capture the complete ECT workforce requirements. Educators employed under VECTEA work an additional .25 non-contact hours for every contact hour. There is no cap on educator contact hours. FTE of educators is calculated at 37.5. FTE of teachers at Roseberry house is also calculated at 37.5.

An estimate of total shire long day care workforce demand is provided at **table 14**. For kindergarten and long day care, a diploma or bachelor qualified educator must make up 50% of the required ratio. The other 50% must be filled with a Certificate III qualified person, or a person who is actively studying towards an early childhood qualification.

Our current workforce supports 62.6 FTE positions. By 2031 we will need to increase our local workforce by either 30.9 FTE, under scenario A; or 28.3 FTE under scenario B. The difference in anticipated demand for ECTs shows the most variance between the two models, with 12.5 new teachers required to deliver scenario A and 6.9 new teachers under scenario B.

Scenario A

The ECT FTE is based on a group size limit of 1:22, educator FTE is based on the ratio of 1:11.

Table 11 Scenario A. Total shire Kindergarten workforce demand

2031 Required ECT 22 place model	Enrolled children	Groups	Teaching Hours	Non-Contact hours	Total ECT hours	Total ECT eft
Talbot	10	1	30	15	45	1.4
Roseberry House	28	2	75	4	79	2.1
Combined remaining services	282	13	390	195	585	18
Total required early childhood teacher FTE:						21.5

2031 Required Educators 22 place model	Enrolled children	Groups	Contact Hours	Non-Contact hours	Total hours	Total
Talbot	10	1	30	7.5	37.5	1
Roseberry House	28	2	3 additional educators			3
Combined remaining services	282	13	30 per group	7.5 per group	37.5 per group	13
Total required additional educator FTE:						17

Table 12 Total shire long day care workforce demand

Licenced places exclude kindergarten places, whose workforce has been calculated above

2031 Required Educators – long day care	Licenced places	Under 3s	Over 3s	Educators required for ratio	Cert 3 educators	Diploma educators	Additional Staff	Total eft
Goldfields CC	67	56	11	15	7	8	4	19
Roseberry House	42	30	11	9	4	5	3	12
New ELC	40 (EST)	40	0	10	5	5	3	13
Total required educator FTE:				34	16	18	10	

Scenario B

The ECT FTE is based on the group size limit of 1:33 and the total workforce FTE is based on the ratio of 1:11. In a 33 place classroom, one diploma and one certificate III educator would be required.

Table 13 Scenario B. Total shire Kindergarten workforce demand

2031 Required ECT 33 place model	Enrolled children 320	Groups	Teaching Hours	Non-Contact hours	Total ECT hours	Total 32.5 ECT eft
Talbot	10	1	30	15	45	1.4
Roseberry House	28	2	75	4	79	2.1
Dunolly	40	1	30	15	45	1.4
Combined remaining services	242	8	240	120	360	11
Total required early childhood teacher FTE:						15.9

2031 Required Educators 33 Place model	Enrolled children	Groups	Certificate III educator @ 30 hours	Diploma educator @30 hours	Non-Contact hours @7.5 hours	Total hours	Total 37.5 eft
Talbot	10	1	1	-	7.5	37.5	1
Roseberry House	28	2	2 (37.5)	1 (37.5)	-	112.5	3
Dunolly	40	1	1	1	15	75	2
Combined remaining services	282	8	8	8	120	600	16
Total required additional educator FTE:							22

Table 14 Total shire long day care workforce demand

Licenced places exclude kindergarten places, whose workforce has been calculated above

2031 Required Educators – long day care	Licenced places	Under 3s	Over 3s	Educators required for ratio	Cert 3 educators	Diploma educators	Additional Staff	Total eft
Goldfields CC	67	56	11	15	7	8	4	19
Roseberry House	42	30	11	9	4	5	3	12
New ELC	40 (EST)	40	0	10	5	5	3	13
Total required educator FTE:				34	16	18	10	

Total predicted workforce demand

Note: In a group size of 22 (scenario A), the assisting educator would only need to be certificate III trained. This would not always reflect best practice or provider policy and so the number of diploma and certificate III educators has been calculated at .5 each of required assisting staff.

Additional EFT should be applied to any workforce estimations, to account for personal and annual leave taken through the year which would be covered by an equivalent qualified teacher or educator.

Estimated required casual pool will consider the Y Ballarat's access to their wider workforce casual pool.

Table 15. Scenario A

2031	Total workforce	ECTs	Other educators (Diploma)	Other educators (Cert III)	Other ECE team members	Management employees	Other roles
Kindergarten	41.5	21.5	7	6	6	1	-
LDC	52	Included in kindergarten figure	18	16	6	3	7
Total		21.5	25	24	10	4	7

Table 16. Scenario B

2031	Total workforce	ECTs	Other educators (Diploma)	Other educators (Cert III)	Other ECE team members	Management employees	Other roles
Kindergarten	38.9	15.9	8	8	6	1	-
LDC	52	Included in kindergarten figure	18	16	6	3	7
Total		15.9	26	24	8	4	7

3.5 Prioritisation of workforce Gaps

To meet the increasing demand for kindergarten sessions this workforce plan will focus on the attraction, upskilling from diploma and retention of bachelor qualified ECTs. There will be scope for the shires new ELC to commence operation at a lower than licenced capacity, which can absorb some shock from workforce supply being lower than anticipated. Priority should therefore be given to the development of the teaching workforce to ensure all children in the shire will be offered the maximum kindergarten hours available to them. The local workforce is well supplied with diploma qualified educators, with 39 employed across the shire. This can be a great asset in planning towards an increased supply of ECTs, as these educators can upskill into bachelor's degree through fast-track programs which deliver bachelor or graduate diploma programs in one to two years of full-time study. There are currently attractive incentives to encourage Victorians to complete early childhood teaching degrees.

Our local workforce has very few trainees or educators working towards a certificate three qualification. We are able to support many more across the shire, while still meeting the 50% diploma ratio required for care. This provides a significant opportunity for supporting the workforce development and also provides a safety net when future planning as we can upskill 'in bulk' where we need to.

The recent state government announcement regarding the change to the roll out schedule of pre prep, moves the shire from 2027 pre prep delivery to a roll out model which reaches full delivery by 2031.

Additional planning is required in collaboration with local providers to plan for the staged increase in demand for teaching hours under the new delivery model. This additional planning work becomes another key strategy in the delivery of this workforce plan. Details of the new roll out schedule is provided at table 16

Maximum hours of Four-Year-Old Kindergarten and Pre-Prep per week

Table 17

Launch group	2025	2026	2027	2028	2029	2030	2031
2026 Pre-Prep launch priority groups Statewide, children: <ul style="list-style-type: none"> • who identify as Aboriginal • from a refugee or asylum seeker background • who have had contact with Child Protection 	15	25	25	30	30	30	30
2026 Pre-Prep launch LGAs <ul style="list-style-type: none"> • Loddon Shire 	15	20	20	20	25	25	30
2027 Pre-Prep launch LGAs <ul style="list-style-type: none"> • Central Goldfields Shire 	15	15	20	20	25	25	30

4 Monitoring and Evaluation

The workforce strategies have been built into a staged implementation plan. Evaluation of each strategy has been built into the implementation plan along with reporting requirements. Through the implementation plan each strategy will be assessed against the key deliverables, timelines and reportable outcomes at the end of each year. Detailed records of all actions taken/ items delivered should be documented and compiled into a report along with the evaluation of each strategy. This report should also contain an update on current workforce data, including those studying ECEC in the shire, which will be available through the workforce register and ongoing collaborative work with the local providers; as well as feedback on the workforce plan strategies collected from partner groups. This report will be given to the presented annually to the Valued Early Years Education and Care group and Council's executive management team.

Feedback and suggestions will be collected from the Valued Early Years Education and Care group and considered alongside the evaluation report and workforce data to inform the strategy implementation plan for the following year.

5. Risks

Key deliverables	Risk	consequences	Mitigation	Responsible person/ group
Workforce	The shire cannot recruit sufficient ECTs and educators to meet the rising demand	<ul style="list-style-type: none"> – Children in the shire are not offered a kindergarten place. – Children begin primary school with not prior early education. – Vulnerability in key developmental area as measured by AEDC will rise across the shire, reducing education outcomes. – Children in the shire become more disadvantaged than their peers across Victoria – Reduced participation in the local workforce as parents will need to be at home with children who would have been at kindergarten. – Families move permanently away to ensure their child has access to early education. 	<ul style="list-style-type: none"> – Close monitoring and assessment of the effectiveness of the workforce plan, with adjustments made early. – Engagement with the department of education to support planning for kinder delivery with a reduced workforce. – Develop a delivery model to support the needs of the community, for example children receive 15 hours with an ECT who plans the curriculum and then their further hours up to 30 with diploma educators. 	CGSC, <i>Children and Families</i> Department of Education Local providers

Key deliverables	Risk	consequences	Mitigation	Responsible person/group
Infrastructure	The shire is not able to deliver the required infrastructure to meet the increased demand	<ul style="list-style-type: none"> – Children are not able to attend kindergarten at the funded 30 hours per week. – Children in the shire receive less than recommended kindergarten prior to starting school, increasing vulnerability and disadvantage in children compared to rest of state. – Families move permanently away to ensure their child has access to early education. – Reduced participation of parents in the local workforce due to having to be at home with their child. 	<ul style="list-style-type: none"> – Developing funding strategy in partnership with Department of Education and VSBA – Seek additional support early if needed for the preparation of Building Blocks grant applications. – Work with providers to find alternative solutions for delivering the full 30 hours. – Maintain practical use of any kindergarten being decommissioned until all new infrastructure is in place. 	CGSC, <i>Children and Families department</i> Department of Education Local providers
Workforce plan	Workforce plan delivery is delayed, paused or stopped due to lack of funding	<ul style="list-style-type: none"> – Strategies and key deliverables are not actioned. – The workforce is not sufficient to meet the increased demand- consequences as outlined above. 	<ul style="list-style-type: none"> – Explore multiple avenues to fund delivery of the plan. – Create a workforce plan action group, bringing together local interested parties to load share the delivery of the plans strategies. 	CGSC, <i>Children and Families department</i> Department of Education Local providers

Strategy risk mitigation planning

Consequences: The strategies in this workforce plan have been designed to work together to support the attraction, recruitment and retention of a highly skilled workforce. The primary consequence resulting from poor workforce plan delivery will be an insufficient workforce to deliver kindergarten to the shire in 2031. This risk has been addressed above. Additional risk associate with individual strategies have been planned for below.

Strategy	Risk	Consequences	Mitigation
Communication and Marketing Strategy	Discontinued funding to maintain delivery of the communication and marketing strategy	Insufficient workforce	Build contingencies into the strategy as it is developed to share the delivery load among a workforce action group if required. Complete as much prep work in year one as possible to ensure
Develop your in-house recruitment model ie traineeships, placement, and work experience opportunities	Lack of interest from local schools and training organisations. Poor quality delivery of training available within the shire	Insufficient workforce Students and trainees struggling to engage with coursework, dropping out of course	Strengthen communication and marketing strategy Early Childhood Education and care study group, engagement and advocacy work with local RTOs
Goldfields LLEN	Discontinued funding for LLEN	Insufficient workforce	Communication and marketing strategy to extend reach into youth engagement spaces. Direct support for school to service communication
Early Childhood Education and care study group	Poor take up Lack of human resources to facilitate group	Insufficient workforce	Communication and marketing strategy. Shire learning hub to take over facilitation of study support group

Strategy	Risk	Consequences	Mitigation
			Consider online groups or a changed strategy to engage local learners in established online ECE learning groups.
Workforce Register	Discontinued funding to maintain register and activities	The workforce register will be essential to monitoring the success of this plan and will need to be maintained or replaced with a new data collection model if ongoing human resources are not available for the register	Engage with the VEYEC group, local providers and Department of Education to develop an alternative data collection method.
Culturally Safe Employers	Employment of Aboriginal and Torres Strait Islanders and educators from CALD backgrounds remains low.	Continued lack of diversity in the local workforce.	Evaluation and review of strategy, engage with advisory groups to strengthen further delivery of strategy

6 Ongoing workforce planning

Central Goldfields Shire Council is currently undergoing some organisational restructuring to best reflect the evolving policy environment and the commitment to the *Every Child, Every Chance* strategic outcomes. This aims to create a stronger strategic focus, increased coordination, and local leadership to support children and families in the shire.

The restructure has moved the Community Services department into a newly established to the Children and Families department, combining it under one manager with Go Goldfields initiatives and established programs like *Every Child, Every Chance* and the Nest. The Children and Families programs branch has employed a dedicated Early Years Planning and Coordination Officer from June 2024 to June 2025. The Early years Planning and Coordination Officer will have primary responsibility for:

- Implementation of the Central Goldfields ECE Workforce Plan
- Convening Valued Early Years Education & Care groups
- Planning the delivery schedule and funding applications for the Early Years Infrastructure Masterplan

The Early Years Planning and Coordination Officer will closely monitor the implementation of the workforce plan and will keep providers engaged and informed of its progress throughout the first delivery year. The workforce plan strategies and yearly implementation guide will remain a live document, which can respond to the evolving needs of the early years sector in the shire. Ongoing evaluation and planning is built into the workforce plan to ensure successful delivery of a high quality, highly skilled workforce which is equipped to meet the complex needs of the shire's children.

Council resourcing does not support continued delivery of the plan past June 2025, however additional funding streams will be explored with the intention of continuing centralised delivery of the workforce plan.

7 Strategies

7.1 Key Strategies

Recommendations: Recruitment	Person responsible/Partnerships	Resource / funding requirements	Timeline
Communication and Marketing Strategy Create an Early years Communication and Marketing strategy to build the local profile of the sector for upskilling and recruitment purposes <ul style="list-style-type: none"> Promote Maryborough community as a place to live and work Change the narrative on traditional perceptions Produce of an Early years focused recruitment campaign using various marketing methods including print, videos and sharing families and educator's stories about the value of the work Promote scholarships, training, and upskilling opportunities as well as incentives and local collaborations	<i>Early Years Planning and Development Officer/ Children and Families programs</i> Valued Early Years Education and Care group (VEYEC group) CGSC	Strategy developed by Dec 2024 for implementation from Jan 2025. 102 hours, year one and \$200 per quarter for advertising costs. year one within in existing resources- Ongoing funding required	Year one- Develop Early years Communication and Marketing strategy and have endorsed by VEYEC group. Commence in second half of the year. Year two- Roll out local print and social media campaigns. Year three- Continue local print and social media campaigns. Year four- Continue local print and social media campaigns, Promote Maryborough community as a place to live and work with ECEC adverts run in university and TAFE locations around Victoria Year five- Continue local print and social media campaigns, Promote Maryborough community as a place to live and work with ECEC adverts run in university and TAFE locations around Victoria
Develop your in-house recruitment model ie traineeships, placement, and work experience opportunities <ul style="list-style-type: none"> Engage in advocacy work with the Y Ballarat to support the placement of trainees within our shire. Liaise with RTOs and local Tafe and Universities to promote our shire and the different services as great places to come and do placement. Compile and distribute information regarding incentives and traineeship programs to local service management. Engage with Senior Economic Development Officer (SEDO) to align Maryborough Learning Hub strategies with local early childhood workforce development needs, Collaborate with SEDO for the development of the RTO directory and student placement activities, and to ensure we are not duplicating resources/ efforts. 	<i>Early Years Planning and Development Officer/ Children and Families programs</i> Senior Economic Development Officer (SEDO) HeadStart MEC and Highview TAFE/RTOs	51 Hours per year, year one within in existing resources- Ongoing funding required	Year One- Build a local directory of all RTO's who deliver in our area. Compile and distribute to services information regarding incentives and traineeship programs. Create info pack detailing all local ECEC services and information regarding how to request placement or work experience at each- distribute to Vic wide Unis and local Tafe and RTOs. Why ECEC pack to give to work experience students. Years two -Five- Continue to update and distribute annually.
Goldfields LLEN To build on current projects within the LLEN to include the Early Years Sector <ul style="list-style-type: none"> Continue to offer early expose to the sector in Primary and secondary school 	Bendigo LLEN <i>Early Years Planning and Development Officer/</i>	51 Hours per year, year one within in existing resources-	Year one- Establish working relationship with regular scheduled meetings. Create resources and participate in local engagement initiatives.

Recommendations: Recruitment	Person responsible/Partnerships	Resource / funding requirements	Timeline
<p>Early Years Industry Ambassadors</p> <ul style="list-style-type: none"> ○ Careers Expo ○ Passions and Pathways program ○ Targeted, partnered marketing campaigns with LLENs. ○ Young Industry Ambassadors 	Children and Families programs SEDO	Ongoing funding required	<p>Years two and three- Continue to engage in local employment initiatives, provide marketing materials to Goldfields LLEN regarding local placement opportunities.</p> <p>Years four and five- Build and deliver a targeted marketing campaign in partnership with Goldfields LLEN, continue to engage in local employment initiatives and provide marketing materials to Goldfields LLEN regarding local placement opportunities</p>
<p>Early Childhood Education and care study group: <i>Childhood Educators studying in the field to share a space regularly to engage, inform and connect</i></p> <ul style="list-style-type: none"> ● Increase support and motivation for students and existing Early Childhood Education employees to further their education in the sector. ● Enhance local learning and social connectivity through professional discussions and active engagement. ● Increase attractiveness of studying Early Childhood Education as a career option. ● Establish Informal local mentoring relationships. ● Create pathways and opportunities for student placements across early learning centres/kinder. ● Support social connectivity - for students to connect socially, fostering friendships and develop a sense of belonging. ● Alleviate feelings of isolation and contribute to overall wellbeing of students 	VEYEC group Children and Families programs Schools Assura Maryborough Learning Hub (MLH) SEDO	51 hours, year one. Then 36 hours per year. \$250 per quarter for incidental costs- Funding required	<p>Year one- Establish local ECEC study group for all students studying at any level from Cert 3 to Bach, promote to local area.</p> <p>Years two to five- Continue to support the delivery of the group, responding to the groups feedback and emerging needs. Link group with local providers where possible to include them in local professional development.</p>
<p>Workforce Register: <i>Centrally located register detailing the local early childhood education workforce, including qualified personnel who are currently employed in other sectors, and students working towards qualifications.</i></p> <ul style="list-style-type: none"> ● Write letter to workforce explaining the purpose of the register and invite local teachers and educators. ● Promote the use of the register as a shire wide communication tool, send a termly 'Local Early Years Education' newsletter to all members. ● Use the list as a tool to invite people along to any events and potential professional development opportunities. ● Email all job advertisements in the area to everyone in the list. ● Offer (or link to relevant local service) resume and job application writing support and interview tips to students and new graduates seeking employment for the first time. 	Early Years Planning and Development Officer/ Children and Families programs	24 hours per year, year one within existing resources- Ongoing funding required	<p>Year one- Promote and set up register. Commence Newsletters and update register as required.</p> <p>Years 2-5- Update register on regular schedule. Produce and distribute Termly newsletter. Send all local job adverts to all. Set up online networking platform.</p>
<p>Culturally Safe Employers</p> <ul style="list-style-type: none"> ● Work with providers to ensure workplaces, recruitment processes and managers provide culturally safe environments for Aboriginal and Torres Strait Islanders to commence and retain employment. ● Work with providers to ensure workplaces, recruitment processes and managers provide culturally safe environments for people from culturally and/or linguistically diverse backgrounds to commence and retain employment. 	Early Years Planning and Coordination Officer/ Children and Families programs VEYEC group Best Start	18 hours per year, year one within existing resources- Ongoing funding required	<p>Year one- Support local services who do not yet have a service RAP</p> <p>Years two-five - Collect information about culturally safe employment practices and share with providers.</p>

Recommendations: Recruitment	Person responsible/Partnerships	Resource / funding requirements	Timeline
			Build information pack for local services detailing local support, translation, community services for CALD families, distribute this to services and providers.
New pre prep roll out schedule <ul style="list-style-type: none"> Engage in collaborative planning with all providers and the Department of Education to develop strategies to ensure kindergarten hours can be increased as per the roll out schedule to all children in the sire. 	<i>Early Years Planning and Coordination Officer/</i> Children and Families programs Local service providers Dept of Education	Within existing resources	Year one.

Recommendations: Retention	Person responsible/Partnerships	Timing/ funding requirements	Timeline
Central Goldfields Early Years Forum <ul style="list-style-type: none"> Annual regular events for people involved in the Early Years work in the Central Goldfields Shire including: networking and sharing experiences and knowledge on specific topic areas Professional development forums Transition to school nights – an opportunity for foundation and kinder teachers to discuss transitioning students in detail Engage with Maryborough Learning Hub, SEDO, to plan for partnership opportunities 	<i>Early Years Planning and Coordination Officer/</i> Children and Families programs Local service providers Dept of Education Best Start SEDO/MLH	60 hours per year, \$1200 per forum year one within existing resources- Ongoing funding required	Annual regular events delivered as scheduled in <i>the Great Start to School annual plan</i> for people involved in the Early Years work in the Central Goldfields Shire including: 3 X Professional development forums Transition to school night – an opportunity for foundation and kinder teachers to discuss transitioning students in detail
Central Goldfields Early Childhood Teachers Network Network aims to foster relationships and networking opportunities for new and existing local ECTs to come together with their peers, share experiences, and seek advice on teaching strategies, curriculum development and share common barriers and successes. <ul style="list-style-type: none"> Positively contribute to the attraction and retention of ECTs in Central Goldfields <ul style="list-style-type: none"> Enable social and professional connectivity to welcome new starters and support existing staff Build on unique Goldfield's approach and provide additional benefit for ECTs wanting to work here Establish structure and rhythm for the Central Goldfields ECT Network Create opportunities for knowledge sharing and professional collaborations Empower ECTs to take leadership of the ongoing collaboration	<i>Early Years Planning and Coordination Officer/</i> Children and Families programs Local service providers MCH AEL DE MDHS Best Start	20 hours per year \$400 incidental costs. Year one within in existing resources- Ongoing funding required	Years 1-5 Facilitate quarterly ECT network meetings Provide information and support as discussed during meetings Support SRF collaboration initiatives as required
Recognition and rewards <ul style="list-style-type: none"> Explore ways to promote and market DE Values and Recognition program / award Localised achievements and recognition for Early years Promote and support Union activities to improve conditions and remuneration for Ear 	Dept of Education <i>Early Years Planning and Coordination Officer/</i> Children and Families programs	20 hours per year. Year one within in existing resources-	Years 1-5 Explore ways to promote and market the DE Values and Recognition program / award Localised achievements and recognition for Early years

Recommendations: Retention	Person responsible/Partnerships	Timing/ funding requirements	Timeline
	VEYEC group	Ongoing funding required	Promote and support Union activities to improve conditions and remuneration for Early childhood professionals
Valued Early years and care meeting: <ul style="list-style-type: none"> Monthly meetings A collaborative approach to kinder placements and programs and building quality local early years education opportunities for children and staff A collaborative approach to school readiness funding priorities Improved communication and coordination of work occurring between education services 	<i>Early Years Planning and Coordination Officer/</i> Children and Families programs Local service providers MCH AEL DE MDHS Best Start	24 hours per year, year one within existing resources- Ongoing funding required	Years 1-5 Organise and chair monthly meetings Develop terms of reference for the VEYEC group Facilitate a collaborative approach to kinder placements and programs and building quality local early years education opportunities for children and staff Facilitate a collaborative approach to school readiness funding priorities Initiate communication and coordination of work occurring between education services
Shire wide casual pool Explore capacity for the shire to develop a shire wide casual pool, linking local services will all available casual educators.	<i>Early Years Planning and Coordination Officer/</i> Children and Families programs Local service providers	60 hours first year, year one within existing resources- Ongoing funding required	Year one Commence discussions with Council, Roseberry house and Y Ballarat around the logistics of setting up a system where casuals are shared across the Shire and can work across all services where there is a need. Engage with SEDO for planning discussion. Develop project plan addressing the barriers and opportunities of this initiative Year two Commence casual pool development project. Year three- five Actions as decided through project.

Recommendations: Development	Person responsible/Partnerships	Timing/ funding requirements	Timeline
Early Years Forum <ul style="list-style-type: none"> 4 annual events years Increases participation among to local ECE workforce to <i>develop</i> a community of practice Collaboration and sharing of professional knowledge that informs whole shire practice is improved 	<i>Early Years Planning and Coordination Officer/</i> Children and Families programs	As detailed above	Years 1-5 Annual regular events delivered as scheduled in <i>the Great Start to School annual plan</i> for people

Recommendations: Development	Person responsible/Partnerships	Timing/ funding requirements	
<ul style="list-style-type: none"> To better understand the importance of each role within the early year's education and care ecosystem 	Local service providers MCH AEL DE MDHS Best Start		involved in the Early Years work in the Central Goldfields Shire including: 3 X Professional development forums Transition to school night – an opportunity for foundation and kinder teachers to discuss transitioning students in detail
Y Kinders Sandbox. <ul style="list-style-type: none"> Engage with the Y Ballarat and Federation University joined forces to build an innovative online professional development platform designed specifically for, and by, early learning educators 	Y Ballart Fed Uni Local providers Children and Families programs	None required, external project	Years 1-2 Engage with the Y Ballarat and Federation University, providing support and collaboration where possible on the development of an innovative online professional development platform designed specifically for, and by, early learning educators Promotion of the Project to local early learning educators.
Learning Hub: Our local business community has been working together over the past 18 months on a project to create a Learning Hub in Maryborough. The vision is to provide residents with access to higher education without having to leave our local community. The Learning Hub would provide a safe study space and face-to-face support – essentially campus-style facilities for students who study online. Funding has been provided to CGSC from the Victorian Skills Authority to explore vocational training models at the MLH and to forge closer industry collaboration and partnerships to address skills shortages.	LA Trobe , Bendigo TAFE, Central Goldfields Youth Council, Federation University <i>Early Years Planning and Coordination Officer/</i> Children and Families programs SEDO	CGSC initiative, no GG funding required	Collaboration with the project as appropriate
Professional Development <ul style="list-style-type: none"> Engage with local providers and training organisations to provide professional development to educators and teachers within the shire. Search for opportunities to bring free or low-cost PD to the shire Support collaboration and resource sharing between local providers regarding the delivery of professional development, including the use of SRF funds. 	<i>Early Years Planning and Coordination Officer/</i> Children and Families programs Local service providers	24 hours per year, year one within existing resources- Ongoing funding required	Years 1-5 Engage with local providers and training organisations to provide professional development to educators and teachers within the shire. Search for opportunities to bring free or low-cost PD to the shire Support collaboration and resource sharing between local providers regarding the delivery of professional development, including the use of SRF funds.

7.2 Implementation Plan *Year one*

Year One July 2024- June 2025				
Recruitment				
Strategy and year one actions	Person responsible/ Partnerships	Key deliverables/ success measure	Timing/ funding requirements	Evaluation and reporting
<p><u>Communication and Marketing Strategy</u></p> <p>Develop an Early years Communication and Marketing strategy to build the local profile of the sector for upskilling and recruitment purposes; have this strategy endorsed by the Valued Early Years Education and Care group for commencement from year 2.</p> <p>Engage in early discussion with the SEDO to ensure consistent messaging about RTOs and study opportunities available through the MLH.</p>	<p><i>Early Years Planning and Coordination Officer/ Children and Families programs</i></p> <p>Valued Early Years Education and Care group (VEYEC group)</p> <p>CGSC</p> <p>SEDO</p>	<p>Early years Communication and Marketing strategy is developed and endorsed by the VEYEC group.</p>	<p>Strategy developed by Dec 2024 for implementation from Jan 2025.</p> <p>102 hours, year one and \$200 per quarter for advertising costs- Funding required</p>	<p>Brief survey for all new starters in the shire.</p> <p>Report of all advertising conducted.</p> <p>Report to VYEG quarterly and evaluate yearly in partnership with Best Start, with improvements for years 2-5 noted. Report as part of year one Evaluation and Report of Whole plan. Report to CGSC and VEYEC group</p>
<p><u>Goldfields LLEN</u></p> <p>Establish working relationship with regular scheduled meetings. Create resources and participate in local engagement initiatives.</p> <p>Support the participation of local providers in the Local Careers Expo</p> <p>Develop targeted, partnered marketing campaigns with GLEN, and SEDO</p>	<p>Bendigo LLEN SEDO</p> <p><i>Early Years Planning and Coordination Officer/ Children and Families programs</i></p>	<p>Established working relationship with regular scheduled meetings between service providers, Go Goldfields and Bendigo LLEN</p> <p>Local early years representation at careers expo/school employment into sessions</p> <p>A local co designed marketing campaign is under development or had been delivered</p>	<p>51 Hours per year, year one within in existing resources- Ongoing funding required</p>	<p>Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 2-5 noted. Report as part of year one Evaluation and Report of Whole plan. Report to CGSC and VEYEC group</p>
<p><u>Early Childhood Education and care study group</u></p> <p>Establish local ECEC study group for all students studying at any level from Cert 3 to Bach, promote to local area.</p> <p>In collaboration with the SEDO/ MLH to create pathways and opportunities for student placements across early learning centres/kinder.</p>	<p>VEYEC group Children and Families programs Schools Assura SEDO MLH</p>	<p>The local ECEC group is established and has a regular schedule of meetings and an established communication channel with each other.</p>	<p>51 hours, year one. \$250 per quarter for incidental costs- Funding required</p>	<p>Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 2-5 noted. Report as part of year one Evaluation and Report of Whole plan. Report to CGSC and VEYEC group</p>

Strategy and year one actions	Person responsible/ Partnerships	Key deliverables/ success measure	Timing/ funding requirements	Evaluation and reporting
<p><u>Support providers to develop in-house recruitment model ie traineeships, placement, and work experience opportunities</u></p> <p>Engage early with MLH and SEDO to develop collaborative strategies.</p> <p>Build a local directory of all RTO's who deliver in our area.</p> <p>Compile and distribute to services information regarding incentives and traineeship programs.</p> <p>Create info pack detailing all local ECEC services and information regarding how to request placement or work experience at each- distribute to Vic wide Unis and local Tafe and RTOs.</p> <p>Create info pack detailing all local ECEC services and information regarding how to request work experience at each- distribute to MEC and Highview.</p> <p>Create a local focused 'Why Early Childhood Education and Care (ECEC)' pack to give to work experience students, distribute packs to services prior to Work experience week.</p>	<p><i>Early Years Planning and Coordination Officer/ Children and Families programs</i></p> <p>HeadStart</p> <p>MEC and Highview</p> <p>TAFE/RTOs</p> <p>MLH</p> <p>SEDO</p>	<p>'Why ECEC' pack distributed to each work experience student completing work experience at local services.</p> <p>Each provider has engaged at least one trainee.</p> <p>Numbers of TAFE, Uni and work experience students attending local services is reported by providers at the monthly <i>Valued Early Education and Care</i> group meetings</p>	<p>51 Hours per year, year one within in existing resources- <i>Ongoing funding required</i></p>	<p>Collect data on student placements and educators enrolled in upskilling courses. Record number of student packs given and engagement with training orgs- report quarterly to VEYEC GROUP</p> <p>Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 2-5 noted. Report as part of year one Evaluation and Report of Whole plan. Report to CGSC and VEYEC group</p>
<p><u>Workforce Register: Centrally located register detailing the local early childhood education workforce, including qualified personnel who are currently employed in other sectors, and students working towards qualifications.</u></p> <p>Write letter to workforce explaining the purpose of the register and invite local teachers and educators.</p> <p>Promote the use of the register as a shire wide communication tool, send a termly 'Local Early Years Education' newsletter to all members.</p> <p>Use the list as a tool to invite people along to any events and potential professional development opportunities.</p> <p>Email all job advertisements in the area to everyone in the list.</p> <p>Offer (or link to relevant local service) resume and job application writing support and interview tips to students and new graduates seeking employment for the first time.</p>	<p><i>Early Years Planning and Coordination Officer/ Children and Families programs</i></p>	<p>Workforce register set up with a system for regular renewal</p> <p>Template set up for Termly early years newsletter</p> <p>First newsletter to go live term 1 (end of) 2025</p> <p>Advertised positions sent to list as they arise</p>	<p>24 hours per year, year one within existing resources- <i>Ongoing funding required</i></p>	<p>Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 2-5 noted. Report as part of year one Evaluation and Report of Whole plan. Report to CGSC and VEYEC group</p>

Retention				
Strategy and year one actions	Person responsible/ Partnerships	Key deliverables/ success measure	Timing/ funding requirements	Evaluation and reporting
<u>Central Goldfields Early Childhood Teachers Network</u> Facilitate quarterly ECT network meetings Provide information and support as discussed during meetings Support SRF collaboration initiatives as required	Providers in the area <i>Early Years Planning and Coordination Officer/</i> Children and Families programs	4 Quarterly ECT meetings facilitated with attendance from majority of ECTs. Group collaboration and engagement has been maintained across topics such as SRF collaboration, Central kinder registration, transitions, mentorship, practice improvement	20 hours per year \$400 incidental costs. Year one within in existing resources- Ongoing funding required	Feedback survey to all ECTs at the end of the year Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 2-5 noted. Report as part of year one Evaluation and Report of Whole plan. Report to CGSC and VEYEC group
<u>Recognition and rewards</u> Explore ways to promote and market the DE Values and Recognition program / award Localised achievements and recognition for Early years Promote and support Union activities to improve conditions and remuneration for Early childhood professionals	Dept Education <i>Early Years Planning and Coordination Officer/</i> Children and Families programs VEYEC group	At least one nomination put forward for the Victorian Early Years Awards 2025 Support /engagement for union activities, including media releases. Reporting to local networks on the Big Steps campaign and VECT Enterprise Agreement negotiations.	20 hours per year. Year one within in existing resources- Ongoing funding required	Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 2-5 noted. Report as part of year one Evaluation and Report of Whole plan. Report to CGSC and VEYEC group
<u>Central Goldfields Early Years Forum</u> Annual regular events delivered as scheduled in <i>the Great Start to School annual plan</i> for people involved in the Early Years work in the Central Goldfields Shire including: 3 X Professional development forums Transition to school night – an opportunity for foundation and kinder teachers to discuss transitioning students in detail Engage early with MLH and SEDO to develop collaborative strategies.	<i>Early Years Planning and Coordination Officer/</i> Children and Families programs Local service providers MCH AEL DE MDHS Best Start MLH SEDO	3 forums and 1 Transition evening planned and delivered to professionals in the shire	60 hours per year, \$1200 per forum year one within existing resources- Ongoing funding required	Feedback collected from participants each event. Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 2-5 noted. Report as part of year one Evaluation and Report of Whole plan. Report to CGSC and VEYEC group

Strategy and year one actions	Person responsible/ Partnerships	Key deliverables/ success measure	Timing/ funding requirements	Evaluation and reporting
<p><u>Valued Early years and care meeting</u></p> <p>Organise and chair monthly meetings</p> <p>Develop terms of reference for the VEYEC group</p> <p>Facilitate a collaborative approach to kinder placements and programs and building quality local early years education opportunities for children and staff</p> <p>Facilitate a collaborative approach to school readiness funding priorities</p> <p>Initiate communication and coordination of work occurring between education services</p> <p>Engage early with MLH and SEDO to develop collaborative strategies between them and the local providers.</p>	<p><i>Early Years Planning and Coordination Officer/ Children and Families programs</i></p> <p>Local service providers</p> <p>MCH</p> <p>AEL</p> <p>DE</p> <p>MDHS</p> <p>Best Start</p> <p>SEDO</p>	<p>12 meetings conducted over the year.</p> <p>Terms of reference developed and agreed to</p> <p>VEYEC group contact list updated quarterly and circulated</p> <p>Engagement and participation sought for projects and initiatives.</p>	<p>24 hours per year, year one within existing resources- <i>Ongoing funding required</i></p>	<p>Feedback collected from membership annually.</p> <p>Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 2-5 noted. Report as part of year one Evaluation and Report of Whole plan. Report to CGSC and VEYEC group</p>
<p><u>Shire wide casual pool</u></p> <p>Commence discussions with Council, Roseberry house and Y Ballarat around the logistics of setting up a system where casuals are shared across the Shire and can work across all services where there is a need</p> <p>Develop project plan addressing the barriers and opportunities of this initiative</p> <p>Engage in early planning discussion with SEDO</p>	<p><i>Early Years Planning and Coordination Officer/ Children and Families programs</i></p> <p>Local service providers</p> <p>SEDO/MLH</p>	<p>Project plan written to implement in year 2.</p>	<p>20 hours first year, year one within existing resources- <i>Ongoing funding required</i></p>	<p>Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 2-5 noted. Report as part of year one Evaluation and Report of Whole plan. Report to CGSC and VEYEC group</p>

Development

Strategy and year one actions	Person responsible/ Partnerships	Key deliverables/ success measure	Timing/ funding requirements	Evaluation and reporting
<p><u>Early Years Forum</u></p> <p>Annual regular events delivered as scheduled in the <i>Great Start to School annual plan</i> for people involved in the Early Years work in the Central Goldfields Shire including:</p> <p>3 X Professional development forums</p> <p>Transition to school night – an opportunity for foundation and kinder teachers to discuss transitioning students in detail</p> <p>Engage with MLH and SEDO to develop opportunities for collaboration.</p>	<p><i>Early Years Planning and Coordination Officer/ Children and Families programs</i></p> <p>VEYEC group</p> <p>MDHS</p> <p>Best Start</p> <p>MLH</p>	<p>3 forums and 1 Transition evening planned and delivered to professionals in the shire</p>	<p>As described above</p>	<p>Feedback collected from participants each event.</p> <p>Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 2-5 noted. Report as part of year one Evaluation and Report of Whole plan. Report to CGSC and VEYEC group</p>

Strategy and year one actions	Person responsible/ Partnerships	Key deliverables/ success measure	Timing/ funding requirements	Evaluation and reporting
<p><u>Y Kinder Sandbox.</u></p> <p>Engage with the Y Ballarat and Federation University, providing support and collaboration where possible on the development of an innovative online professional development platform designed specifically for, and by, early learning educators</p> <p>Promotion of the Project to local early learning educators.</p>	<p>Y Ballart Fed Uni Local providers Children and Families programs</p>	<p><i>Early Years Planning and Development Officer/</i> Children and Families programs are engaged with the project and are collaborating where possible.</p> <p>Project has been promoted to local early learning educators.</p>	<p>External initiative</p>	<p>Engage with evaluation and feedback run through the Y Ballarat and Fed Uni.</p> <p>Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 2-5 noted. Report as part of year one Evaluation and Report of Whole plan. Report to CGSC and VEYEC group</p>
<p><u>Professional Development</u></p> <p>Engage with local providers and training organisations to provide professional development to educators and teachers within the shire.</p> <p>Search for opportunities to bring free or low-cost PD to the shire</p> <p>Support collaboration and resource sharing between local providers regarding the delivery of professional development, including the use of SRF funds.</p> <p>Engage early with MLH and SEDO to develop collaborative strategies.</p>	<p><i>Early Years Planning and Coordination Officer/</i> Children and Families programs Local service providers MLH SEDO</p>	<p>Local Professional Development opportunities have been offered to educators in the shire across the year</p>	<p>24 hours per year, year one within existing resources- Ongoing funding required</p>	<p>Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 2-5 noted. Report as part of year one Evaluation and Report of Whole plan. Report to CGSC and VEYEC group</p>
<p><u>Learning Hub</u></p> <p>Collaboration with the project across areas of alignment</p>	<p>LA Trobe , Bendigo TAFE, Central Goldfields Youth Council, Federation University <i>Early Years Planning and Coordination Officer/</i> Children and Families programs MLH SEDO</p>	<p><i>Early Years Planning and Development Officer/</i> Children and Families programs are engaged with the Learning Hub project and are collaborating where possible.</p>	<p>Funding required, Grant submission in process</p>	<p>Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 2-5 noted. Report as part of year one Evaluation and Report of Whole plan. Report to CGSC and VEYEC group</p>

8 Data sources

This workforce plan draws on the following:

2021 Early Childhood Education and Care National Workforce Census

Australian Bureau of Statistics, *2021 National Census*

Go Goldfields Every Child, Every Chance publications and internal documents

Central Goldfields Early Years Infrastructure Masterplan 2023

White paper on Advancing Regional skills and Innovation Leadership in the Central Goldfields Shire.

Maternal and Child Health local data

Gide, S., Wong, S., Press, F., & Davis, B. (2022). Cultural diversity in the Australian early childhood education workforce: What do we know, what don't we know and why is it important? *Australasian Journal of Early Childhood*, 47(1), 48-61.

Rajwani H., Culos I., McMahon T. (2021). *Stronger starts, brighter futures: Exploring trends in the early development of children from culturally and linguistically diverse backgrounds in Australia.* Settlement Services International.

Appendix. Implementation plan years two to five

Implementation plan, years two to five

Strategy implementation planning for each will follow a comprehensive review of the previous year's planned activities and outcomes. Each year an evaluation and report on the workforce plan will be completed and presented to the Valued Early Years Education and Care group and to Council EMT. Feedback and suggestions will be collected from the valued early years group and service providers prior to finalising each year's plan.

The below template can be used to develop implementation plans for years to through five.

Year x July 202x- June 202x				
Recruitment				
Strategy and year two actions	Person responsible/ Partnerships	Key deliverables/ success measure	Timing/ funding requirements	Evaluation and reporting
<u>Communication and Marketing Strategy</u>	<p><i>Early Years Planning and Coordination Officer/ Children and Families programs</i></p> <p>Valued Early Years Education and Care group (VEYEC group)</p> <p>CGSC</p>		<p>Implementation of communication and marketing strategy from Jan 2025.</p> <p>60 hours, year two and \$200 per quarter for advertising costs- Funding required</p>	<p>Brief survey for all new starters in the shire.</p> <p>Report of all advertising conducted.</p> <p>Report to VYEG quarterly and evaluate yearly in partnership with Best Start, with improvements for years 3-5 noted. Report as part of year two Evaluation and Report of Whole plan. Report to CGSC and VEYEC group</p>
<u>Goldfields LLEN</u>	<p>Bendigo LLEN</p> <p><i>Early Years Planning and Coordination Officer/ Children and Families programs</i></p>		<p>60 Hours, year two- Funding required</p>	<p>Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 3-5 noted. Report as part of year two Evaluation and Report of Whole plan. Report to CGSC and VEYEC group</p>
<u>Early Childhood Education and care study group</u>	<p>VEYEC group</p> <p>Children and Families programs</p> <p>Schools</p> <p>Assura</p>		<p>36 hours, year two.</p> <p>\$250 per quarter for incidental costs- Funding required</p>	<p>Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 3-5 noted. Report as part of year two Evaluation and Report of Whole plan. Report to CGSC and VEYEC group</p>

<u>Support providers to develop in-house recruitment model ie traineeships, placement, and work experience opportunities</u>	Early Years Planning and Coordination Officer/ Children and Families programs HeadStart MEC and Highview TAFE/RTOs		51 Hours per year, year one within in existing resources- Funding required	Collect data on student placements and educators enrolled in upskilling courses. Record number of student packs given and engagement with training orgs- report quarterly to VEYEC group Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 3-5 noted. Report as part of year two Evaluation and Report of Whole plan. Report to CGSC and VEYEC group
<u>Workforce Register: Centrally located register detailing the local early childhood education workforce, including qualified personnel who are currently employed in other sectors, and students working towards qualifications.</u>	Early Years Planning and Coordination Officer/ Children and Families programs		24 hours year two, Funding required	Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 3-5 noted. Report as part of year two Evaluation and Report of Whole plan. Report to CGSC and VEYEC group

Retention				
Strategy and year two actions	Person responsible/ Partnerships	Key deliverables/ success measure	Timing/ funding requirements	Evaluation and reporting
<u>Central Goldfields Early Childhood Teachers Network</u>	Providers in the area Early Years Planning and Coordination Officer/ Children and Families programs		20 hours year two. \$400 incidental costs. funding required	Feedback survey to all ECTs at the end of the year Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 3-5 noted. Report as part of year two Evaluation and Report of Whole plan. Report to CGSC and VEYEC group
<u>Recognition and rewards</u>	Dept of Education Early Years Planning and Coordination Officer/ Children and Families programs VEYEC group		20 hours year two. funding required	Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 3-5 noted. Report as part of year two Evaluation and Report of Whole plan. Report to CGSC and VEYEC group

<u>Central Goldfields Early Years Forum</u>	<i>Early Years Planning and Coordination Officer/</i> Children and Families programs Local service providers MCH AEL DE MDHS Best Start		60 hours year two, \$1200 per forum <i>Ongoing funding required</i>	Feedback collected from participants each event. Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 3-5 noted. Report as part of year two Evaluation and Report of Whole plan. Report to CGSC and VEYEC group
<u>Valued Early years and care meeting</u>	<i>Early Years Planning and Coordination Officer/</i> Children and Families programs Local service providers MCH AEL Dept of Education MDHS Best Start		24 hours year two, <i>funding required</i>	Feedback collected from membership annually. Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 3-5 noted. Report as part of year two Evaluation and Report of Whole plan. Report to CGSC and VEYEC group
<u>Shire wide casual pool</u>	<i>Early Years Planning and Coordination Officer/</i> Children and Families programs Local service providers		60 hours year two, <i>funding required</i>	Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 3-5 noted. Report as part of year two Evaluation and Report of Whole plan. Report to CGSC and VEYEC group

Development				
Strategy and year x actions	Person responsible/ Partnerships	Key deliverables/ success measure	Timing/ funding requirements	Evaluation and reporting
<u>Early Years Forum</u>	<i>Early Years Planning and Coordination Officer/ Children and Families programs VEYEC group MDHS Best Start</i>		As described above	Feedback collected from participants each event. Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 3-5 noted. Report as part of year two Evaluation and Report of Whole plan. Report to CGSC and VEYEC group
<u>Y Kinder Sandbox</u>	Y Ballart Fed Uni Local providers Children and Families programs		External initiative	Engage with evaluation and feedback run through the Y Ballarat and Fed Uni. Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 3-5 noted. Report as part of year two Evaluation and Report of Whole plan. Report to CGSC and VEYEC group
<u>Professional Development</u>	<i>Early Years Planning and Coordination Officer/ Children and Families programs Local service providers</i>		24 hours year two Funding required	Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 3-5 noted. Report as part of year two Evaluation and Report of Whole plan. Report to CGSC and VEYEC group
<u>Learning Hub</u>	LA Trobe , Bendigo TAFE, Central Goldfields Youth Council, Federation University <i>Early Years Planning and Coordination Officer/ Children and Families programs</i>		CGSC initiative	Summary of actions and participation prepared and evaluated in partnership with Best Start, with improvements for years 3-5 noted. Report as part of year two Evaluation and Report of Whole plan. Report to CGSC and VEYEC group

9. Councillor Reports and General Business

10. Notices of Motion

Nil

11. Urgent Business

Nil

12. Confidential Business

Nil

13. Meeting Closure