



# ORDINARY COUNCIL MEETING

Tuesday 24 September 2019

6:00pm

Community Hub

Room 1

48 Burns Street, Maryborough

## AGENDA

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9. Notices of Motion Nil

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12. Meeting Close

## 5 CONFIRMATION OF THE MINUTES OF PREVIOUS COUNCIL MEETINGS

**Author:** Manager Governance Property and Risk

**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.*

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### SUMMARY/PURPOSE:

To present for confirmation the minutes of the Ordinary Council Meeting held on 27 August 2019.

### POLICY CONTEXT:

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Organisation

Outcome: Central Goldfields Shire is proactive, well governed, professional and financially sustainable organisation.

4.3 Objective: Provide leadership in governance and Council decision making

### BACKGROUND INFORMATION:

The minutes of meetings remain unconfirmed until the next meeting of Council.

### REPORT:

Section 93 of the *Local Government Act 1989* requires Council to keep minutes of each meeting of the Council and Special Committees, and for minutes to be submitted to the next appropriate meeting for confirmation.

### CONCLUSION:

The unconfirmed minutes of the Ordinary Council Meeting held on 27 August 2019 are presented for confirmation.

### ATTACHMENTS:

1. Unconfirmed Minutes of Ordinary Council Meeting held 27 August 2019.

### RECOMMENDATION

*That Council confirms the Minutes of the Ordinary Council Meeting held on 27 August 2019.*



## **ORDINARY MEETING OF COUNCIL MINUTES**

Tuesday 27 August 2019  
6:00pm

Council Chamber  
Room 1 Community Hub  
48 Burns Street  
Maryborough

### **MEMBERSHIP**

Administrator Noel Harvey  
Administrator Karen Douglas  
Administrator Hugh Delahunty

To be confirmed at the Ordinary Council Meeting  
scheduled for 24 September 2019



# UNCONFIRMED MINUTES

## 1. COMMENCEMENT OF MEETING AND WELCOME

The meeting commenced at 6.00pm

The Chair, Administrator Noel Harvey read the Council Prayer and acknowledgement of country.

### PRESENT

Administrator Noel Harvey  
Administrator Karen Douglas

### IN ATTENDANCE

Chief Executive Officer, Lucy Roffey  
General Manager Corporate Performance, Paul Brumby  
General Manager Community Wellbeing, Martin Collins  
General Manager Infrastructure, Assets and Planning, Rebecca Stockfeld

## 2. APOLOGIES

Nil

## 3. LEAVE OF ABSENCE

Administrator Hugh Delahunty has a leave of absence from 28 July to 29 August 2019.

## 4. DISCLOSURES OF CONFLICTS OF INTEREST

Nil

## 5. CONFIRMATION OF THE MINUTES OF THE PREVIOUS COUNCIL MEETING

The purpose of this report was to present for confirmation, the minutes of the Ordinary Council Meeting held on 23 July 2019.

### Council Resolution

*That Council confirms the Minutes of the Ordinary Council Meeting held on 23 July 2019.*

**Moved** Administrator Douglas  
**Seconded** Administrator Harvey

**CARRIED**

## 6. REPORTS FROM COMMITTEES

### 6.1 NOTING OF THE APPROVED MINUTES OF SPECIAL COMMITTEE MEETINGS AND ADVISORY COMMITTEE MEETINGS

To present for noting the confirmed minutes of Council's special committees established under section 86 of the *Local Government Act 1989* and the Audit and Risk Committee established under section 139 of the *Local Government Act 1989* which is an advisory committee.

# UNCONFIRMED MINUTES

## Council Resolution

*That Council notes the confirmed minutes of the Talbot Town Hall general meeting 18 March 2019.*

**Moved** Administrator Douglas  
**Seconded** Administrator Harvey

**CARRIED**

## 7. PETITIONS

Nil

## 8. OFFICER REPORTS

### 8.1 ASSEMBLIES OF COUNCILLORS

The purpose of this report was to provide the record of any assembly of councillors, which has been held since the last council meeting, so that they are recorded in the minutes of the formal council meeting.

## Council Resolution

*That Council note the record of assemblies of councillors for the period 23 July to 23 August 2019.*

**Moved** Administrator Douglas  
**Seconded** Administrator Harvey

**CARRIED**

### 8.2 ANNUAL PLAN PROGRESS REPORT – AS AT 30 JUNE 2019

The purpose of this report is to provide Council with an update on the status of the projects identified in the 2018-2019 Action Plan.

## Council Resolution

*That Council notes the 2018-2019 Action Plan Progress Report.*

**Moved** Administrator Douglas  
**Seconded** Administrator Harvey

**CARRIED**

### 8.3 CASUAL HIRE POLICY

The purpose of this report is to recommend that Council endorse the draft casual hire policy for community consultation.

The aim of the policy is to establish the guiding principles and conditions for the casual use and hire of Council managed and community facilities whilst seeking to promote and maximise community participation and use of these facilities.

## Council Resolution

# UNCONFIRMED MINUTES

*That Council:*

- 1. Adopt the attached Casual Hire Policy ;*
- 2. Acknowledge receipt of one submission received ; and*
- 3. Notify in writing those who provided a submission to Council on the casual hire policy and advise them of the outcome of Council's decision.*

**Moved Administrator Douglas**  
**Seconded Administrator Harvey**

**CARRIED**

## **8.4 MARYBOROUGH AERODROME**

The purpose of this report is to present Council with a proposed way forward for the use, maintenance and site leasing of the Maryborough Aerodrome, and consideration of the future changes in regulations that will effect licencing of the aerodrome beyond August 2020.

### **Council Resolution.**

*That Council:*

1. Acknowledge that the 12 site leases at the Maryborough Aerodrome entered into by the Maryborough Aero Club (as agent of Council) are legally void.
2. Proposes to offer the current occupiers of the 12 site leases at the Maryborough Aerodrome a new site lease on lease documentation that complies with the DELWP standard Crown 17D (non-retail) lease template and contains lease conditions as per the new lease template (Attachment 2) of this report, subject to any public notice requirements (Where a retail lease is applicable relevant conditions will be included.) These new leases will include the same square metre rental area, rental amount, lease period, any lease period option and ability to assign the lease, that were in each original Aero Club lease.
3. Proposes to offer the Maryborough Aero Club a 21 year lease in accordance with Council's draft Property Occupancy Policy for the two sites, on lease documentation that complies with the DELWP standard Crown 17D (non-retail) lease template and contains lease conditions as per the new lease template (Attachment 2) of this report, subject to any public notice requirements.
4. Approve the completion of the "kangaroo proof" perimeter fence at the Maryborough Aerodrome.
5. Change the runway apron maintenance procedure from grading to mowing.
6. Authorise the Chief Executive Officer to undertake whatever steps necessary to convert the Maryborough Aerodrome from a Registered Aerodrome to an Aircraft Landing Area.

## UNCONFIRMED MINUTES

7. Invoice and collect all back rent owed under the former Aero Club leases.
8. Recommence invoicing aerodrome site lease rental annually.
9. Commence rating each site lease at the Maryborough Aerodrome in accordance with the Local Government Act 1989, from 1 July 2019.
10. Determine that all future leases at the Maryborough Aerodrome be priced at market rental, subject to any discounts in accordance with the Draft Property Occupancy Policy (or its successor document).
11. Revoke the Maryborough Aerodrome Master Plan 2012.
12. Meet with the President of the Maryborough Aero Club to discuss the contents and recommendations in this report.
13. Publicly communicate clearly why these changes to the way Council manages and maintains the Maryborough Aerodrome have been made

**Moved Administrator Douglas**  
**Seconded Administrator Harvey**

**CARRIED**

### **8.5 ENERGY BREAKTHROUGH SECTION 86 COMMITTEE EXPRESSIONS OF INTEREST**

This report is written with a recommendation to Council to endorse the expressions of interest applications for the three Energy Breakthrough Section 86 Committee positions which were recently advertised.

#### **Council Resolution**

*That Council appoint Windsor Main, Jeff Hooper and Jackson Barby as members of the Energy Breakthrough Special committee.*

**Moved Administrator Douglas**  
**Seconded Administrator Harvey**

**CARRIED**

### **8.6 APPLICATION FOR AN AMENDMENT TO PLANNING PERMIT D056/15A, PROPOSED MINERAL EXTRACTION AT 63 PAIN KILLER ROAD, DUNOLLY**

The purpose of this report is to seek Council determination for the planning permit application for an amendment to Planning Permit D056/15 for proposed mineral extraction at 63 Pain Killer Road, Dunolly.

Notice of the proposal has been given and three objections have been received.

The proposed amendment has been assessed against the Central Goldfields Planning Scheme and it is considered to be appropriate.

This report recommends that a Notice of Decision to grant an amendment to the planning permit be issued.

# UNCONFIRMED MINUTES

## Council Resolution

That Council, having caused notice of Planning Application No. D056/15A to be given under Section 52 of the *Planning and Environment Act 1987* and the Central Goldfields Planning Scheme and having considered all the matters generally required, determines to issue a Notice of Decision to Grant an Amendment to Planning Permit D056/15 in respect of the land known and described as 63 Pain Killer Road, Dunolly, for the Use and Development of the land for Mineral Extraction in accordance with the endorsed plans and subject to the following conditions:

### CONDITIONS:

1. The layout of the use and development on the endorsed plan must not be altered without the written consent of the responsible authority.
2. The use and development must be managed so that the amenity of the area is not detrimentally affected, through the:
  - (a) transport of materials, goods or commodities to or from the land
  - (b) appearance of any building, works or materials
  - (c) emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, ash, dust, waste water, waste products, grit or oil
  - (d) presence of vermin.
3. No vegetation is to be removed for the use and development to occur, including access ways, trafficable areas and extraction areas, without the further consent of the responsible authority.
4. Noise levels emanating from the land must comply with the requirements of the Environment Protection Authority's Information Bulletin No. N3/89 Interim Guidelines for the Control of Noise in Country Victoria.
5. Provision must be made on the land for the storage and collection of garbage and other solid waste. This area must be graded and drained and screened from public view to the satisfaction of the responsible authority.
6. All roads/storage areas/external stockpiles/vacant or grazed areas must be maintained to avoid dust nuisance to the satisfaction of the responsible authority.
7. No polluted and/or sediment laden run-off is to be discharged directly or indirectly into Councils drains or watercourses. To this end, pollution or litter traps must be provided on site.
8. All works must be undertaken in a manner that minimises soil erosion, and any exposed areas of soil must be stabilised to prevent soil erosion, to the satisfaction of the responsible authority.
9. Soil erosion control measures must be employed throughout the construction stage of the development to the satisfaction of the responsible authority. All cleared areas for vehicle use must be stabilised, drained and surfaced to prevent soil erosion to the satisfaction of the responsible authority.
10. The area approved by this permit and subject to the extraction is to be rehabilitated, on completion of the removal of the mineral, to the satisfaction of the responsible authority.

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11. All topsoil to be removed during the earthworks must be stockpiled, maintained in a weed-free condition, re-spread on disturbed ground after completion of the earthworks and re-vegetated to prevent erosion, all to the satisfaction of the responsible authority.
12. No environmental weeds may be planted on or allowed to invade the site.
13. External lighting must be designed, baffled and located so as to prevent any adverse effect on adjoining land to the satisfaction of the responsible authority.
14. Access to the site shall only be at the nominated crossing shown on the endorsed plan. The crossing and road pavement works are to be constructed to the satisfaction of the responsible authority.
15. The applicant/owner is to ensure that if an archaeological site is discovered in the course of any construction or excavation on the land, the person in charge of the construction or excavation must as soon as practicable report the discovery to the Executive Director of Heritage Victoria in accordance with s127 (2) of the *Heritage Act 2017*.
16. The use and development of the subject land:
  - (a) Must not commence until the Work Authority is granted in accordance with the requirements of the *Mineral Resources (Sustainable Development) Act 1990 (MRSDA)*;
  - (b) Must at all times be in accordance with that Work Authority, including the approved Work Plan; and
  - (c) This permit will expire if the Work Authority for the use issued under the provisions of the MRSDA is cancelled in accordance with Section 770 of this Act.

### Engineering

#### 17. Access

- (a) Heavy vehicle access to the subject land is to be provided from Hard Hills Track via Maryborough Dunolly Road. Access to the subject land is restricted to 440 metres along Hard Hills Track northwest of Pain Killer Road.
- (b) Any existing, or newly constructed, vehicular crossovers/driveways in Hard Hills Track must be to an all-weather gravel rural type (4 metres width) from road to property line over piped culvert, if required. (Refer Infrastructure Design Manual Standard Drawing 255).
- (c) Any works to crossovers/driveways will require the owner/applicant to apply and have approved driveway crossing and/or consent for works permit/s for crossover/driveway/access works. All works constructed or carried out must be in accordance with the approved plans/permit(s).
- (d) Once constructed the crossovers crossovers/driveways/access must be thereafter maintained by the landowner to the satisfaction of the responsible authority.

#### 18. Loading and Unloading

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- (a) The loading and unloading of vehicles and the delivery of goods must at all times be undertaken within the boundaries of the subject land to the satisfaction of the responsible authority.
- (b) The surface of loading areas and access roads must be constructed and maintained to the satisfaction of the responsible authority to prevent dust and drainage run-off causing a loss of amenity to the site or broader area. All such surfaces and roads to be constructed to an all-weather standard to ensure all-weather use and access.

### 19. Drainage

- (a) All stormwater must be accommodated and treated within the subject land.
- (b) The owner/applicant must design a drainage system to drain the quarry operations to the legal point of discharge.
- (c) A legal point of stormwater discharge (LPD) must be provided for the development to the area toward the south east of the proposed quarry to the satisfaction of the responsible authority.

### 20. Landscaping

The existing established native and significant vegetation along the property frontage in Hard Hills Track is to be protected during all works and must not be damaged or marked in any way, except with the permission of the responsible authority.

### 21. Asset Protection

At all times the permit holder must ensure that the operation and condition of Council assets are not damaged by the new use and proposed works. If the Responsible Authority deems Council assets have been detrimentally affected or damaged by development construction access, then the assets will be required to be repaired and reinstated by the permit holder to the satisfaction of the Responsible Authority.

### 22. Sediment Control

The applicant / owner shall restrict sediment discharges from the construction site in accordance with Construction Techniques for Sediment Pollution Control (EPA1991) and Environmental Guidelines for Major Construction Sites (EPA 1995).

### 23. Permit Expiry

This permit will expire if one of the following circumstances applies:

- (a) The development is not started within two years of the date of this permit;
- (b) The development is not completed within four years of the date of this permit.

The responsible authority may extend the periods referred to if a request is made in writing before the permit expires, or within three months afterwards

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Moved Administrator Douglas  
Seconded Administrator Harvey

CARRIED

## 8.7 PLANNING APPLICATION 061/18 – APPLICATION TO CONSTRUCT TWO DWELLINGS ON A LOT; DEMOLITION IN HERITAGE OVERLAY; EASEMENT CREATION; VEHICLE ACCESS IN ROAD ZONE 1; THREE LOT SUBDIVISION, AT 18 HIGH STREET, MARYBOROUGH, BEING CROWN ALLOTMENT 2 ON SECTION 57 OF THE TOWNSHIP OF MARYBOROUGH, PARISH OF MARYBOROUGH

The purpose of this report is to seek Council determination for the planning permit application to redevelop a residential site by constructing two new attached two-storey side-by-side townhouses at the rear of an existing single storey dwelling, creating a three lot subdivision at 18 High Street, Maryborough.

Public Notice of the application has resulted in two written submissions objecting to the proposal.

At its 23 April 2019 meeting Council deferred consideration of the application, with the agreement of the applicant, to provide time to consider and respond to the objectors concerns.

The proposal has been repositioned on the site, so that the structure is closer toward the southwestern allotment boundary.

The revised plans submitted by the applicant have been externally advertised. This Public Notice of the application resulted in one further submission from an existing objector restating their grounds of objection.

The Application has been assessed against the policy and specific controls of the Planning Scheme and it is considered that the proposed development is acceptable and compatible with the neighbourhood character of the area.

This report recommends that a Notice of Decision to grant a planning permit be issued.

### Council Resolution

That Council, having caused notice of Planning Application No. 061/18 to be given under Section 52 of the *Planning and Environment Act 1987* and the Central Goldfields Planning Scheme and having considered all the matters generally required, determines to issue a Notice of Decision to Grant a Planning Permit 061/18 in respect of the land known and described as 18 High Street, Maryborough, to construct two dwellings on a lot, demolition in heritage overlay, easement creation, vehicle access in road Zone 1, and three lot subdivision in accordance with the endorsed plans and subject to the following conditions:

### CONDITIONS

#### Amended Plans

1. That before the development permitted by this permit commences, amended plans, based on those submitted with the application and revised to form drawings, P01D, P02D, P03D, P04D, P05D, P06D, P07D, P08D, P09D, P10D, P11D, P12D, P13D, P14D, P15D, P16D, and P17D, must be submitted to



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and approved by the Responsible Authority. The plans, when approved, will be endorsed and will then form part of the permit. The plans must be drawn to scale and dimensioned and three copies must be provided. The plans must be amended to show:

- (a) The location of, and construction details for, the new proposed vehicle crossover to High Street from the residual Lot fronting High Street.
- (b) The location of, and the construction details for, the new proposed vehicle crossovers to Alma Street from the new Lots A and B.
- (c) A schedule of suitably muted colours and materials, which will provide the two dwelling with individual identity, and will not dominate the streetscape and views of adjacent heritage buildings in the area.
- (d) A landscaping plan in accordance with permit condition 3.
- (e) Provision of six cubic metres of externally accessible storage space in each of the new units.

### **Layout not Altered**

2. The development as shown on the endorsed plans must not be altered without the further written consent of the Council.

### **Landscape Plan**

3. Prior to the commencement of any works, a landscape plan must be submitted to and approved by the Council. When approved the plan will form part of the permit. The landscape plan must include:
  - (a) A survey (including botanical names) of all existing vegetation to be retained and/or removed;
  - (b) Details of surface finishes of pathways and driveways;
  - (c) A planting schedule of all proposed trees, shrubs and ground covers, including botanical names, common names, pot sizes, size at planting, sizes at maturity, quantities of each species;
  - (d) Details of all fencing, including materials, height and finishes.

### **Payment In Lieu Of Open Space**

4. The applicant or owner must pay to Council the sum equivalent to 5% of the value of the land in the subdivision. This payment must be made before a statement of compliance is issued and may be varied under Section 19 of the Subdivision Act, 1988.

### **Valuation Expenses**

5. The applicant or owner must pay on demand to Council, the Council's reasonable costs and expenses to provide valuation for payment in lieu of open space.

### **Easements**

6. All existing and proposed easements and sites for existing or required utility services require on the land must be set aside in the plan of subdivision

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submitted for certification in favour of the relevant authority for which the easement or site is to be created.

### Construction Management Plan

7. Prior to the commencement of works, a Construction Management Plan must be prepared to the satisfaction of the Responsible Authority and endorsed as part of this permit. The Plan must detail:
  - (a) Hours of demolition and construction to accord with Local Laws;
  - (b) Methods to contain dust, dirt and mud within the site and the method and frequency of clean up procedures, including the management of on-site storage waste construction bins and vehicle washing;
  - (c) Management of parking of construction machinery and workers' vehicles to prevent adverse impact on nearby properties;
  - (d) Management of staging of heavy vehicles, site deliveries and unloading and lifting points with expected frequency, and traffic management in the vicinity, ensure routes to and from the site minimise disruption to residential properties;
  - (e) Minimising disruption to pedestrian access along footpaths;
  - (f) Measures to minimise noise and other amenity impacts from mechanical equipment, including idling trucks, and demolition/construction activities, especially outside of daytime hours;
  - (g) The provision of adequate environmental awareness training for all on-site contractors and sub-contractors; and
  - (h) A liaison officer for contact by the public and the Council in the event of relevant queries or problems experienced.

All works on the land must be undertaken in accordance with the endorsed Construction Management Plan to the satisfaction of the Council.

### Infrastructure Department

Prior to the issue of a Statement of Compliance and use of the dwellings the following must be undertaken by the applicant/owner to the requirements and satisfaction of the Responsible Authority:

#### 8. Access:

- (a) Vehicular access to the 18 High Street lot must be provided from High Street.
- (b) Vehicular access to the Alma Street lots A and B must be provided from Alma Street.
- (c) Any existing or new vehicular crossovers/driveways must be constructed between the lots and High Street and Alma Street for the respective lots. Such crossovers/driveways must be of concrete construction and be from kerb to property boundary. (Refer Infrastructure Design Manual Standard Drawing 240).
- (d) The applicant/owner must make further application for and have approved driveway crossing permit/s for crossover/driveway works. All works constructed or carried out must be in accordance with the approved plans/permit(s).
- (e) Once constructed the crossovers must be thereafter maintained by the landowner to the satisfaction of the Responsible Authority.

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- (f) Any disused crossovers/driveways must be removed and the kerb and channel and nature strip reinstated to the satisfaction of the Responsible Authority.

### 9. Drainage:

- (a) All stormwater must be accommodated and treated within the subject land.
- (b) The owner/applicant must design a drainage system to drain the development to the legal point of discharge.
- (c) A legal point of stormwater discharge (LPD) must be provided for the 18 High Street lot to the Alma Street kerb and channel via an underground drain in a drainage easement through Lot A to the satisfaction of the Responsible Authority.
- (d) A legal point of stormwater discharge (LPD) must be provided for the Alma Street lots A and B to the Alma Street kerb and channel to the satisfaction of the Responsible Authority.

### 10. Street Landscaping:

- (a) Upon completion of all off site works all nature strips must be levelled, topsoiled and seeded. Alternate landscaping methods may be undertaken, but must be approved, in writing, by the Responsible Authority prior to any works being undertaken.

### 11. Asset Protection

- (a) At any time the permit holder must ensure that the operation and condition of Council assets (including street trees, drainage pits and covers, footpaths and kerb and channel) are not damaged by the site construction works. If the Responsible Authority deems Council assets have been detrimentally affected or damaged by development construction access, then the assets will be required to be repaired and reinstated by the permit holder to the satisfaction of the Responsible Authority.

### 12. Sediment Control

- (a) The developer must restrict sediment discharges from any construction sites within the land in accordance with Construction Techniques for Sediment Pollution Control (EPA 1991) and Environmental Guidelines for Major Construction Sites (EPA 1995).

## SUBDIVISION

### Formal Plan of Subdivision

- 13. The formal plan of subdivision lodged for certification must be in accordance with the approved plan and must not be modified except to comply with statutory requirements or with the further written consent of the Council.
- 14. The owner of the land must enter into an agreement with:
  - a telecommunications network or service provider for the provision of telecommunication services to each lot shown on the endorsed plan in accordance with the provider's requirements and relevant legislation at the time; and
  - a suitably qualified person for the provision of fibre ready telecommunication facilities to each lot shown on the endorsed plan in

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accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.

15. Before the issue of a Statement of Compliance for any stage of the subdivision under the Subdivision Act 1988, the owner of the land must provide written confirmation from:
- a telecommunications network or service provider that all lots are connected to or are ready for connection to telecommunications services in accordance with the provider's requirements and relevant legislation at the time; and
  - a suitably qualified person that fibre ready telecommunication facilities have been provided in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.

### **S173 Agreement**

16. Prior to the certification of a Plan of Subdivision pursuant to this permit, the owner of the land to which this permit relates must enter into an agreement with the Responsible Authority under Section 173 of the *Planning and Environment Act 1987*. In addition to the usual mechanical provisions, the agreement must provide for the following matters:
- (a) Except with the consent of the Responsible Authority, the land and any lot created by the subdivision of the land may only be developed in accordance with the development authorised in Planning Permit No. 061/18 and depicted in the plans endorsed under that permit;
  - (b) The costs of the Responsible Authority in relation to the agreement are to be borne by the owner.

### **VicRoads**

17. The crossover and driveway are to be constructed to the satisfaction of the Responsible Authority and at no cost to the Roads Corporation prior to the commencement of the use.
18. All disused or redundant vehicle crossings must be removed and the area reinstated to the satisfaction of the Responsible Authority and at no cost to the Roads Corporation prior to the commencement of the use.

### **Central Highlands Water**

19. Any plan lodged for certification will be referred to the Central Highlands Region Water Corporation pursuant to Section 8(1)(a) of the Subdivision Act.
20. Reticulated sewerage facilities must be provided to each lot by the owner of the land (or applicant, in anticipation of becoming the owner) to the satisfaction of the Central Highlands Region Water Corporation. This will include the construction of works and the payment of major works contributions by the applicant.

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21. A reticulated water supply must be provided to each lot by the owner of the land (or applicant, in anticipation of becoming the owner) to the satisfaction of the Central Highlands Region Water Corporation. This will include the construction of works and the payment of major works contributions by the applicant.
22. The owner will provide easements to the satisfaction of the Central Highlands Region Water Corporation, which will include easements for pipelines or ancillary purposes in favour of the Central Highlands Region Water Corporation, over all existing and proposed sewerage facilities within the proposal.
23. If the land is developed in stages, the above conditions will apply to any subsequent stage of the subdivision.

### **Ausnet (Downer) Gas Services**

24. The plan of subdivision submitted for certification must be referred to AusNet Gas Services in accordance with Section 8 of the Subdivision Act 1988.

### **Powercor**

25. The plan of subdivision submitted for certification under the Subdivision Act 1988 shall be referred to Powercor Australia Ltd in accordance with Section 8 of that Act.
26. The applicant shall:-
  - Provide an electricity supply to all lots in the subdivision in accordance with Powercor's requirements and standards, including the extension, augmentation or re-arrangement of any existing electricity supply system, as required by Powercor.
  - Where buildings or other installations exist on the land to be subdivided and are connected to the electricity supply, they shall be brought into compliance with the Service and Installation Rules issued by the Victorian Electricity Supply Industry. You shall arrange compliance through a Registered Electrical Contractor and provide to Powercor Australia Ltd a completed Electrical Safety Certificate in accordance with Electricity Safe Victoria's Electrical Safety System.
  - The applicant shall provide to Powercor Australia Ltd, a copy of the version of the plan of subdivision submitted for certification, which shows any amendments which have been required.
  - Any buildings must comply with the clearances required by the Electricity Safety
  - (Installations) Regulations.
  - Any construction work must comply with Energy Safe Victoria's "No Go Zone" rules.

### **27. Permit Expiry**

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The permit for development of the land will expire if one of the following circumstances applies:

- (c) The development is not started within two years of the date of this permit;
- (d) The development is not completed within four years of the date of this permit.

The Responsible authority may extend the periods referred to if a request is made in writing before the permit expires or within six months afterwards (for a request to extend the time to commence the development) or twelve months after the permit expires (for a request to extend the time to complete the development).

The permit for subdivision of the land will expire if the plan of subdivision is not certified within two (2) years of the date of issue of this Permit unless the Responsible Authority grants an extension of the Permit upon application in writing by the permit holder within six (6) months of the prescribed expiry date. Once the plan of subdivision is certified, the Permit will expire five years from the date of certification of the plan of subdivision

**Moved** Administrator Douglas  
**Seconded** Administrator Harvey

**CARRIED**

### 9 NOTICES OF MOTION

Nil

### 10 URGENT BUSINESS

Nil

### 11 CONFIDENTIAL BUSINESS

Nil

### 12 MEETING CLOSURE

The Chair, Administrator Noel Harvey declared the meeting closed at 6.23 pm

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To be confirmed at the Ordinary Council Meeting  
held on 24 September 2019.

Chair, Administrator Noel Harvey

## 6.1 NOTING OF THE APPROVED MINUTES OF SPECIAL COMMITTEE MEETINGS AND ADVISORY COMMITTEE MEETINGS

**Author:** **Manager Governance Property and Risk**

**Responsible General Manager:** **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.*

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### **SUMMARY/PURPOSE:**

To present for noting the confirmed minutes of Council's Special Committees established under section 86 of the *Local Government Act 1989*.

### **POLICY CONTEXT:**

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Organisation

Outcome: Central Goldfields Shire is proactive, well governed, professional and financially sustainable organisation.

4.3 Objective: Provide leadership in governance and Council decision making

### **BACKGROUND INFORMATION:**

In accordance with section 86 of the *Local Government Act 1989*, Council has established Special Committees.

The Terms of Reference for the Special Committees require the minutes to be presented to Council for noting.

Minutes of Special Committees are confirmed/approved at the next scheduled meeting of that Special Committee.

### **REPORT:**

The following special and advisory committees of Council have provided confirmed minutes from their meeting as follows:

- Daisy Hill Community Centre Committee Meeting 16 May 2019

### **CONSULTATION/COMMUNICATION:**

Not applicable.

### **RESOURCE IMPLICATIONS:**

There are no resource implications involved in the preparation of this report.

**CONCLUSION:**

Recently received, confirmed minutes of Council's special and advisory committees are presented to Council for noting.

**ATTACHMENTS:**

1. Daisy Hill Community Centre Committee Meeting 16 May 2019

**RECOMMENDATION**

*That Council notes the confirmed Minutes of the Daisy Hill Community Centre Committee Meeting 16 May 2019.*



## Minutes of the Daisy Hill Community Centre Committee – 16<sup>th</sup> May 2019:

### Present:

Laurie & Lorraine Nicholls, Gordon & Pat Perry, Chris Meddows-Taylor, Wendy & Graeme Newitt, Neil Auger, Irene Hibberd, Robbie Laurie, Rita Wiseman, Janet Page, Maree Burns, Bill Robinson, John Reid

President Laurie welcomed those present at the meeting and thanked them for their attendance on such a cold evening.

Apologies: Apologies were received from Helen Reid Moved Chris/ Gordon

Minutes: The minutes of the previous meeting (16<sup>th</sup> May 2019) were confirmed as read. Moved Janet/ Rita

### Business Arising:

1. Report by Laurie on the white ant problem, and the discussions about this with the Council at the Meeting. Advised that Council would be looking into the situation. A follow up letter to be sent to Kristie B, and the W A man will submit a report direct to Council. The Building Inspector to follow up.
2. Chris reported that he had discussed with Ian Robertson about our concerns with the lack of mention for Daisy Hill.
3. There has been no reply from the Thermomix lady about hiring the hall.
4. The light has been installed in the dark corner,

### Financial Statement:

Bank Balance 30/04/2019	\$5617.96
Income May	\$540.81
Expenditure May	\$575.96

Bank Balance 31/05/2019	\$5582.81
Investment Account	\$10,000.00

Account from Neil for light fitting and installation \$43.50 and endorsed for payment.

Financial Statement was moved by Irene/ Chris Accepted.

### General Business

1. Christmas in July discussion resolved that the price would remain at \$25.00 per head.  
Chicken Maryland would be approached re providing the meat  
Need to know numbers by 12<sup>th</sup> July  
Need for a Newsletter asap  
Wood plus Talbot Providore Voucher Raffle tickets \$2 or 3 for \$5  
Entertainment short session quiz as last year, followed by an auction  
(Bill to auction), then another short session of quiz (need for 20 small prizes)  
Bring small items to donate towards the auction  
Ladies to supply the vegetables and puddings, plus supper  
Start at 6:00 pm.
2. Need for a working bee to tidy up the area , burn branches, Clean BBQ, clean up bark and leaves.
3. Chris spoke of the DRAFT POLICY of the Assets manager, on the, regulation of their services.

4. The need for a broom or mop for use by groups using hall. A notice will be put up advising groups that these would be in the back storage area, to which they could access.
5. Janet commented on the need to LEAN on the door to make sure it is closed properly.
6. Wendy discussed the proposal to clean up the tennis courts, fill in cracks, and re line. Wendy moved/ Chris seconded to get the work done, after contacting Pyrenees Shire on the efforts of the Repairer. Bring back a report to the next meeting, carried.
7. Mention in the NEWSLETTER, that tennis on Wednesdays is open to invitation, any new players are most welcome.

NEXT MEETING: Thursday 18<sup>th</sup> July @ 7:30pm

*Council*

**Daisy Hill Community Centre – Committee of Management 2019 - 2020**

<b>Position:</b>	<b>Name:</b>	<b>Address:</b>	<b>Phone:</b>
<b>President</b>	Neil Auger	91 Dehnerts Road Daisy Hill	5461 3882
<b>Vice President</b>	Laurie Nicholls	1246 Landrigan Road Daisy Hill	5461 3439
<b>Secretary</b>	Bill Robinson	83 Dehnerts Road Daisy Hill	0459 191 154
<b>Assist. Secretary</b>	John Reid	222 Dehnerts Road Daisy Hill	5461 4515
<b>Treasurer</b>	Janet Page	56 Dehnerts Road Daisy Hill	5461 2989
<b>Hall Booking &amp; Purchases</b>	Maree Burns	47 Daisy Hill Court Daisy Hill	5461 4647
<b>Committee</b>	Robbie Laurie	5810 Ballarat- Maryborough Road Daisy Hill	5461 2980
	Chris Meddows-Taylor	Camp Street Talbot	5463 2414
	Wendy Newitt	56 Nicholls Road Daisy Hill	5461 1416
	Lorraine Nicholls	1246 Landrigan Road Daisy Hill	5461 3439
	Gordon Perry	38 Shaw Road Daisy Hill	5461 3561
	Pat Perry	38 Shaw Road Daisy Hill	5461 3561
	Helen Reid	222 Dehnerts Road Daisy Hill	5461 4515
	Rita Wiseman	69 Elma Court Daisy Hill	5461 3645

## 8.1 ASSEMBLIES OF COUNCILLORS

**Author:** **Manager Governance Property and Risk**

**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 to provide the record of any assembly of councillors, which has been held since the last council meeting, so that it can be recorded in the minutes of the formal council meeting.

### POLICY CONTEXT:

Section 80A of the Local Government Act 1989 requires the record of any assembly of councillors to be reported to the next practicable council meeting and recorded in the minutes and to include the names of all administrators and council staff attending, the matters considered and any conflicts of interest recorded.

### BACKGROUND INFORMATION:

The Local Government Act provides a definition of an assembly of councillors where conflicts of interest must be disclosed.

A meeting will be an assembly of councillors if it considers matters that are likely to be the subject of a council decision, or, the exercise of a council delegation and the meeting is:

1. A planned or scheduled meeting that includes at least half the councillors and a member of council staff; or
2. An advisory committee of the council where one or more councillors are present.

The requirement for reporting provides increased transparency and the opportunity for councillors to check the record, particularly the declarations of conflict of interest.

### REPORT:

Outlined below are the details of assemblies of councillors since the last meeting:

Date	10 September	Meeting:	Briefing Meeting
<b>Councillor Attendees</b>	Noel Harvey (Chief Administrator), Hugh Delahunty (Administrator), Karen Douglas (Administrator)		
<b>Council Staff Attendees</b>	Lucy Roffey (CEO); Paul Brumby (GMCP); Rebecca Stockfeld (GMIAP); Martin Collins (GMCW); Amy Bell, Strategic Planner; Philip Schier, Manager Strategy and Economic Development; Jen Dyer, Recreation Officer; Sandra Hamilton, Manager Social Inclusion/ Go Goldfields; Diane Daniell, Information Systems Administrator; Joel Chadwick, Manager Tourism Events Culture; Megan Kruger, Manager Governance, Property and Risk; Kristie Berry, Property and Risk Officer; James Maw,		

	Manager Statutory Services; Anna Bartlett, Manager Finance; Glenn Deaker, Manager Operations
<b>Guests</b>	La Vergne Lehmann, Executive Officer, Grampians Central West Waste and Resource Recovery Group; Hailey Cail, Regional Development Victoria
<b>Conflict of interest disclosures:</b>	NIL
<b>Matters Considered</b>	<ul style="list-style-type: none"> <li>• Municipal Strategic Statement Review</li> <li>• Grampians Central West Waste &amp; Resource Recovery Group</li> <li>• Maryborough Skate and Scoot Park</li> <li>• Free From Violence - Changing Our Story Project</li> <li>• Loddon Campaspe Regional Language and Literacy Strategy</li> <li>• Open Data Policy</li> <li>• Joint Council submission to Royal Commission on Aged Care</li> <li>• Energy Breakthrough Business Plan</li> <li>• Community Support Policy</li> <li>• S11A Authorisation</li> <li>• Property Occupancy Policy for further consultation</li> <li>• PA 160/17 73 Chaplins Road, Carisbrook (10 Lot Subdivision)</li> <li>• Draft Annual 2018/19 Finance Statements, Performance Report and Governance and Management Checklist</li> <li>• Gordon Gardens</li> <li>• Williamson Court Scheme</li> </ul>

<b>Date</b>	27 August	<b>Meeting:</b>	Briefing Meeting
<b>Councillor Attendees</b>	Noel Harvey (Chief Administrator), Karen Douglas (Administrator)		
<b>Council Staff Attendees</b>	Lucy Roffey (CEO)		
<b>Guests</b>			
<b>Conflict of interest disclosures:</b>	NIL		
<b>Matters Considered</b>	Pre meeting to discuss August Ordinary Council Meeting.		

**RECOMMENDATION:**

*That Council note the record of assemblies of councillors for the period 27 August to 17 September 2019.*

## 8.2 COMMUNITY SUPPORT POLICY

**Author:** **Manager Governance Property and Risk**

**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.*

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### SUMMARY/PURPOSE:

The purpose of this report is to recommend that Council adopt the Community Support Policy.

The purpose of a Community Support Policy is to articulate to the community the variety of support that Council provides to community organisations, and how that support is allocated between competing priorities in a consistent, accountable and transparent manner.

### LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Community

Outcome: A supported, cohesive community, living full and healthy life.

1.2 Objective: Support and encourage volunteerism in the community.

1.3 Objective Ensure that all of our community, regardless of diversity, can live a full and healthy life.

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Economy

Outcome: A vibrant local economy which contributes to the municipality's economic prosperity.

2.3 Objective: Promote Central Goldfields as a place of choice to live, work and play.

2.7 Objective: Capitalise on tourism and the visitor economy through growth of events and promotion of unique local experiences.

### BACKGROUND INFORMATION

Historically, Council has provided a range of community support, both cash and in kind, to community organisations, groups and committees to assist them running events/activities/initiatives/programs/services throughout the Shire. Whilst Council has been a strong supporter of these, much of this ongoing support generally rolls over each year and is included in the annual budget without a formal process, review or consistency. Further to this, previously the Community Grant Program has had a separate application and acquittal process complete with separate guidelines and application forms.

A Community Support Policy (incorporating community grants and fee waivers) and application forms has been drafted to provide guidance on any Council contribution provided to community organisations, groups and committees for community grants, in kind support, and planning and building fee waivers.

At its Meeting on 25 June 2019 Council resolved:

That Council:

1. Endorse the Draft Community Support Policy and Application Forms.
2. Consult with the community on the Draft Community Support Policy and Application Forms, and receive public submissions up until 5.00pm on Wednesday 31 July 2019.
3. Schedule a Hearing Meeting, if required, for 5.30pm on Tuesday 13 August 2019 to hear from any submitter who wishes to speak to their submission.
4. Provide a report on the community feedback on the Draft Community Support Policy and Application Forms to the August 2019 Council meeting.

## **REPORT**

It has been identified that Council requires an overarching Community Support Policy to govern and provide guidance on Council's community support of community organisations, and committees for different events/projects each year. The existing Community Grants Program and proposed Planning and Building fee policy has been incorporated into the Community Support Policy for the 2019-2020 financial year to provide an overarching framework to determine the nature and level of support provided by Council.

The policy highlights three areas in which support can be applied for:

### Community Grants

Community Grants provide financial support to projects and events that provide community benefit to the Shire. Grants from \$500 are available to a wide range of community based organisations to run projects and events. Individuals are not eligible to apply for Community Grants.

### In Kind Support

In kind support is available to a wide range of community based organisations to run projects and events that provide benefit to the Shire. In kind support is when Council provides services to a group or organisation, rather than providing them with purely financial support. In kind support can include things such as traffic management, waste management and event set up.

### Fee Waivers

Circumstances can arise where it is appropriate and in the public interest for consideration to be given to waiving, reducing or refunding fees and charges associated with applications for planning and building permits. Council can, upon application, consider a request to waive or reduce the statutory planning and/or building fee for the delivery of projects, activities or service provides a community benefit and which align with Council's policies, strategies or activities.

The policy aims to provide greater transparency and consistency in decision making and allow all of the community an opportunity to apply for support whether it be for cash, in-kind or waiver contributions from Council.

Along with the Policy, the introduction of a revised formal application process is recommended. Previously, other than the Community Grants Program, in most instances applications have come through a letter or email requesting support. A formal application process in the way of a Community Support Application form and separate Fee Waiver Application form has been developed. The forms look to identify who is seeking the support, what the support is for, how much support they are seeking, and how the group's event/idea aligns with Council Plan 2017-2021, which will all assist in the assessment and decision making on the level of support requested.

Eligible applications will be assessed against the following criteria:

50%	How the project benefits the Central Goldfields Shire community
25%	How well the project aligns with Council plans and strategies
25%	Demonstrated capacity of the project to succeed

Assessment of Community Grant Applications will occur via the following process:

- A panel of Council officers will carry out an initial assessment of all applications and then make recommendations to Council based on the ranking of those applications against the assessment criteria.
- Recommendations for funding will be presented to Council for consideration and final approval.
- Preference will be given to groups not funded in the previous round.

Assessment of in kind support will be assessed by a panel of Council officers against the assessment criteria.

Assessment of Applications for fee waivers or reductions will be made by the delegated staff members – the Manager Statutory Services and the General Manager Infrastructure, Assets and Planning.

The policy also outlines the requirement for Council to be acknowledged in promotional activities and media if applicable, along with a follow up report/evaluation on the success of the event/idea. This will assist to analyse Council's contribution to the success and evaluate whether this support should continue in the future.

It is recommended an agreed Community Support budget be compiled for the 2019-2020 financial year which includes the annual allocation set aside for the Community Grants Program and the remainder for other financial and in kind support applications throughout the year.

Following this information session with the community groups who receive annual financial contributions from Council one change has been made the draft Community Support Policy.

The draft Community Support Policy which was put on view for community consultation detailed in Section 5 what will not be funded by Council. This section included a clause which said that Council would not fund maintenance of capital works to buildings owned or managed by all levels of government. Discussions with community groups highlighted that maintenance of facilities is one of the key items which community groups are using the funding they receive from Council for. Therefore, this clause has been removed from the Community Support Policy being presented to Council for adoption tonight.



## **CONSULTATION/COMMUNICATION**

At its Meeting on 25 June 2019 Council resolved to Consult with the community on the Draft Community Support Policy and Application Forms, and receive public submissions up until 5.00pm on Wednesday 31 July 2019. The draft policy was available on Council's website and advertisements were placed in the Advertiser and on Facebook. No submissions were received.

An information session was held on Thursday 12 September 2019 for those community groups who receive annual financial contributions from Council without any formal agreement, application or review process. This information session provided Council staff and the community groups with the opportunity to discuss the changes that the draft Community Support Policy would have on these groups being:

- How the Community Support Policy and the Property Occupancy Policy will work together;
- Groups will no longer receive annual financial contributions from Council without going through an application process or having a written agreement with Council;
- Community grant applications seeking funding to cover ongoing operational costs (e.g. insurance, utilities, rent, salaries) will not be accepted.

Four community members, representing three community groups attended the session. The session allowed Council staff to get an understanding of how community groups use the annual contributions they receive from Council. The community groups were understanding of the proposed changes and understood the importance of a new Community Support program which is transparent and equitable.

## **FINANCIAL & RESOURCE IMPLICATIONS**

An agreed budget amount \$20,000 has been allocated to Community Grants in the 2019-2020 budget by Council. \$13,250 was provided in 2018-2019 to community groups who currently received recurrent funding from Council. These community groups and organisations who currently receive recurrent funding will have their funding for 2019-2020 maintained at 2018-2019 levels. From 2020-2021 onwards it is proposed that this recurrent funding amount will be included in the Community Grants budget allocation so that the same level of financial support of still available to the community.

## **RISK MANAGEMENT**

The development of a Community Support Policy provides benefit to the community and Council by providing a consistent, accountable and transparent process for the allocation of cash, in kind and fee waiver support to the community.

## **CONCLUSION**

A Community Support Policy incorporating planning and building fee waivers and appropriate application forms will provide Council with a formal policy and, application and assessment process for community support and fee waivers from year-to-year. This provides an overarching framework to determine the nature and level of support provided to community groups, organisations and committees.

## ATTACHMENTS

### 1 Community Support Policy

**RECOMMENDATION:**

*That Council:*

- 1. Adopt the Community Support Policy;*
- 2. Approve the 2019-2020 Community Grants program of \$20,000 be opened for applications;*
- 3. Approve the current recurrent funding of \$13,250 to be paid at 2018-2019 levels to relevant community groups in 2019-2020;*
- 4. Increase the Community Grants program to \$33,250 in the 2020-2021 Annual Budget.*



# Community Support Policy

Category: Community Wellbeing  
Adoption: Council Date:.....  
Review Period: Annually  
Responsible Manager: General Manager Community Wellbeing

Signed by CEO: .....

Date: .....

## 1. Purpose

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Central Goldfields Shire Council is committed to working in partnership with the community to encourage, develop and support community based organisations and the wide range of local quality recreational, cultural, social and community support and business group initiatives which they undertake that make a positive contribution to the Central Goldfields Shire community and strengthen the development of a supported, cohesive community, living a full and healthy life.

Each financial year, Council provides financial assistance to community based organisations to support the provision of programs and services which benefit the Central Goldfields Shire community and are in accordance with Council's plans and strategies.

The Community Support Policy provides a consistent, accountable and transparent process to determine the nature and level of support provided to the community through:

- Community Grants;
- In kind support; and
- Planning and Building fee waivers.

## 2. Scope

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This Policy applies to all eligible community based organisations seeking support from Council.

This Policy does not apply to Section 86 Committees. Any support provided to Section 86 Committees is allocated through their Instruments of Delegation.

This Policy also applies to all statutory planning fees and charges and Council building application fees (but not the State Building levy). This Policy is to be read in conjunction with the relevant legislation. State government regulations within the Planning and Environment (Fees)

Regulations 2016; the Subdivision (Fees) Regulations 2016 and the Building Regulations 2018 provide the power for a Responsible Authority (usually Council) to waive or rebate the payment of fees.

### 3. Community Based Organisation

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Typically a community based organisation is an organisation that is a recognised not-for-profit group or organisation that carries out one or more of the following activities:

- Providing services to the community such as positive ageing, child care, health services, charity services or services of a similar type;
- Reinvests or applies the revenue it receives predominately for public interest services or activities;
- Principally provides social or junior sporting or recreational activities;
- Supports public events or information of an historical, cultural or community arts focus.

Typically a community based organisation would not include:

- A political organisation;
- A profit making organisation;
- Schools or tertiary institutions (excluding parents and friends groups);
- State or Federal government agencies and departments;
- Any organisation where more than 50% of its income is derived from any State or Federal government program.

### 4. Policy

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All applications must be for projects that are:

- Based in the Central Goldfields Shire; and
- Benefit the Central Goldfields Shire community.

#### Community Grants

Community Grants provide financial support to projects and events that provide community benefit to the Shire. Grants from \$500 are available to a wide range of community based organisations to run projects and events. Individuals are not eligible to apply for Community Grants.

#### In Kind Support

In kind support is available to a wide range of community based organisations to run projects and events that provide benefit to the Shire. In kind support is when Council provides services to a group or organisation, rather than providing them with purely financial support. In kind support can include things like traffic management, waste management and event set up.

#### Fee Waivers

Circumstances can arise where it is appropriate and in the public interest for consideration to be given to waiving, reducing or refunding fees and charges associated with applications for planning

and building permits. Council can, upon application, consider a request to waive or reduce the statutory planning and/or building fee for the delivery of projects, activities or service that provides a community benefit and which align with Council's policies, strategies or activities.

If an applicant withdraws an application for a permit before it is approved or refused, Council may refund the fees or charges it has received in accordance with this Policy if they have not already been expended for the relevant purpose.

Refunds may be applied to planning fees and charges as follows:

<ul style="list-style-type: none"> <li>It is determined that no planning permit is required</li> </ul>	100% fee refunded
<ul style="list-style-type: none"> <li>Application received, lodged, entered into the information management system and allocated to a Planner</li> </ul>	75% fee refunded
<ul style="list-style-type: none"> <li>Application received, lodged, entered into the information management system and allocated to a Planner; and</li> <li>Application initially assessed and referrals to authorities or internal departments commenced, additional information received</li> </ul>	50% fee refunded
<ul style="list-style-type: none"> <li>Application received, lodged, entered into the information management system and allocated to a Planner; and</li> <li>Application initially assessed and referrals to authorities or internal departments commenced, additional information received; and</li> <li>Further assessment undertaken</li> </ul>	25% fee refunded

Where an application has progressed to the final stages of a decision no refund will be given.

No refunds will be provided if an application is lapsed and fees will not be waived for subsequent applications.

Excluded fees, charges and levies means any other prescribed fees, charges or levies that Council is required to collect by legislation on behalf of the State Government or another government entity, e.g. building permits.

## 5. Application Process

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### Eligibility

To be eligible to apply for Community Support you must be a community based organisation and submit a completed Application Form to Council in accordance with the relevant timeframes.

The following are not eligible:

- Applications from individuals;
- Applications where funding for projects is being requested retrospectively;
- Applicants with an overdue acquittal for Central Goldfields Shire Council funding;
- Applicants receiving funding from Central Goldfields Shire Council for the same project.

### What will not be funded

- Applications seeking funding to cover ongoing operational costs (e.g. insurance, utilities, rent, salaries);
- Project or activities that:
  - Support a religious or political cause;
  - Are the responsibility of the State or Federal Government; or
  - Are already underway or have been completed.

### Applications for Community Grants

Application dates will be released annually and are detailed on the Community Support Application Form. Late Applications will not be accepted.

Applications must be made using the Community Support Application Form.

### Applications for In Kind Support

Applications for in kind support must be received at least 1 month prior to the date of your project or event. Council may refuse late applications.

Applications must be made using the Community Support Application Form.

### Applications for Fee Waivers

Fee Waiver Applications are to be lodged in conjunction with your planning or building permit application using the Fee Waiver Application Form.

## 6. Assessment of Applications

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### Assessment Criteria

Eligible applications will be assessed against the following criteria:

50%	How the project benefits the Central Goldfields Shire community
25%	How well the project aligns with Council plans and strategies
25%	Demonstrated capacity of the project to succeed

Recommendations for funding will be presented to Council for consideration and final approval.

Preference will be given to groups not funded in the previous round.

### Assessment of Community Grant Applications

Assessment of Community Grant Applications will occur via the following process:

- A panel of Council officers will carry out an initial assessment of all applications and then make recommendations to Council based on the ranking of those applications against the assessment criteria.
- Council will give final approval to all successful applications at a Council meeting.

### Assessment of In Kind Support Applications

Assessment of in kind support will be assessed by a panel of Council officers against the assessment criteria.

### Assessment of Fee Waiver Applications

Assessment of Applications for fee waivers or reductions will be made by the delegated staff members – the Manager Statutory Services and the General Manager Infrastructure, Assets and Planning.

### Outcome Notification

Successful applicants will be notified in writing.

Applicants for grants will be sent a funding agreement outlining the terms and conditions of the funding being provided by Council.

Funding agreements must be signed and returned by the due date. An invoice for the grant amount must also be provided with the funding agreement to receive funding.

Unsuccessful applicants will be notified in writing of their unsuccessful application and provided with feedback as to the reason/s behind the decision. Applicants may also request to speak with a Council officer about their unsuccessful application if they would like further feedback.

## 7. Community Grant Financials and Acquittals

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- Projects must be completed and the acquittal process finalised within 12 months of receiving a grant.
- Successful applicants will be accountable to Council for the disbursement of grant monies.
- Grant recipients are required to submit a financial statement at the conclusion of the funding period relating to the project or event.
- Funds not expended for the intended purpose must be returned to Council.
- Any variations to the original Grant Application must be lodged in writing and approved by Council. This includes an extension of acquittal process deadlines of no more than 12 months for extenuating circumstances.
- An assessment of the key outcomes of the project must be provided detailing the key achievements.
- 10% of the grant amount will be retained by Council and will be paid upon acquittal of the grant. This is to improve the compliance with the acquittal process for the grants program.

## 8. Acknowledgment

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Central Goldfields Shire Council must be acknowledged in any promotional material relating to the project.

## 9. Roles and Responsibilities

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Person/s responsible	Accountability
<b>Officer/Manager/General Manager/CEO</b>	Ensure all approaches and applications comply with this policy and give reason to those that are non-compliant.
<b>Manager/General Manager</b>	Ensure where necessary acquittals and/or reviews/evaluations are received and recorded.

## 10. Human Rights Statement

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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.

## 11. Related Policies and Procedures

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- Central Goldfields Shire Council Plan 2017-2021 (2018 Refresh)
- Central Goldfields Shire Council Action Plan 2019-2020

## 12. Relevant Legislation and Guidelines

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- Building Act 1993
- Building Regulations 2018
- Charter of Human Rights and Responsibilities Act 2006
- Local Government Act 1989
- Planning and Environment Act 1987
- Planning and Environment (Fees) Regulations 2016
- Subdivision Act 1988
- Subdivision (Fees) Regulations 2016
- Australian Tax Legislation



### 8.3 GORDON GARDENS MASTERPLAN FINAL REPORT

<b>Author:</b>	<b>Manager Operations</b>
<b>Responsible Officer:</b>	<b>General Manager Infrastructure Assets and Planning</b>

*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.*

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#### **SUMMARY/PURPOSE:**

The purpose of this report is to present to Council the recommended final draft of the Gordon Gardens Masterplan, and for Council to endorse the Gordon Gardens Masterplan.

The development of the plan has been undertaken by a landscape/heritage consultant (Michael Smith and Associates), along with considerable engagement with the Dunolly community. The engagement process and final plan reflect community aspirations for the Gordon Gardens and balance that with expert landscape advice and practical limitations including the number of buildings/existing functions located within the Gardens area.

Implementation of the plan will commence, if adopted, this year with:

- the removal of three tennis courts and the conversion of one tennis court to an unfenced basketball court;
- installation of the four public arts pieces developed by the community (one in the Gardens and the remainder in public streets)

Further works will be undertaken as funding opportunities become available. Council will need external funding support to realise the full Gordon Gardens Masterplan.

#### **LEGISLATION AND POLICY CONTEXT**

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Community

Outcome: A supported, cohesive community, living full and healthy life.

1.6 Objective: Promote and enhance passive and active recreation

Initiative: Actively participate in the Healthy Heart Project

#### **BACKGROUND INFORMATION**

The township of Dunolly grew around the site of the Old Lead Rush from mid-1856. As the town developed as a major trading hub, Market Square became a prominent space within the town where the trade of livestock, produce and goods took place.

As a prominent community space, Market Square incorporated the Gordon Gardens as a place of recreation and trade.

There has been work done in the past to develop and maintain the important elements of the Gardens in alignment with its heritage roots, and promote the area as a recreational hub by providing a Public Pool, Bowls Facilities, Senior Citizens Centre and playground.

The most recent activity was the Gordon Gardens Development Plan completed in 2002, which in part has been delivered.

The consultant through their work to date have considered all public feedback, as well as input from Council Officers and has developed a proposed plan that best reflects the current and future community needs. They have rationalised the feedback into key themes and proposed practical improvements that maximise the use of the space.

## **REPORT**

The final draft Masterplan considers the important elements of previous plans such as shade and green space. It also considers the current wants and needs of the community, with the view of rationalisation and transformation of existing infrastructure that is superfluous to the space such as the five tennis courts on the site.

The final draft Masterplan considers all age groups and provides accessibility to the elderly and the facilities frequented by them, and functionality to the young and youth by having meaningful recreation facilities and activities available. The increase of passive space will provide a pleasant gathering space for families and promote wellness through outdoor recreation. Planned improvements that are complementary, such as the addition of drinking fountains near active recreation areas that will promote good health through hydration after exercise.

In 2019 Council was successful in obtaining funding through the Regional Development Victoria (RDV) Healthy Heart of Victoria initiative (HHV). The funding has been allocated for the transformation of one of the tennis courts to a basketball court, this is in alignment with the final draft Masterplan and is fully funded by RDV.

## **CONSULTATION/COMMUNICATION**

Council undertook community consultation in December 2018 and the results formed the basis of the material presented at the community and consultation workshops in April 2019.

A stakeholder consultation meeting was held on Wednesday the 3rd of April at the Dunolly Town Hall on Broadway with the Consultant team and Council. That evening, a community consultation workshop was held at the Dunolly Town Hall in which eighteen locals attended.

Between June and July 2019, the Gordon Gardens Draft Masterplan was displayed publically as a hardcopy and on Council's website for comment as part of the public exhibition period. In August 2019, the consultant prepared an Assessment of Merit of the feedback received during the public exhibition. Only comments and ideas that are either in disagreement to the Masterplan's strategies or new ideas have been recorded. Refer to Attachment 1, Appendix 3 for the August 2019 Assessment of Merit.

Should Council resolve to adopt the proposed final masterplan, the report and the masterplan (Attachments 1 and 2) will be made publically available on Councils website. A proceeding notification will also be placed in the Maryborough Advertiser as well as the Dunolly Welcome Record displaying Attachment 2 and referring to the availability of Attachment 1 on Councils website. Hard copies of Attachments 1 and 2 will also be made available from Dunolly's Rural Transaction Centre for those who do not have on-line access, this will also be advertised.

In advertising acknowledgement will be made to RDV for the Healthy Heart of Victoria initiative for the planned completion of the first stage of work as outlined in the Report.

Refer to Community Consultation and Engagement Process on page 16 of Attachment 1 for detailed report on community engagement.

### **FINANCIAL & RESOURCE IMPLICATIONS**

The development of the Masterplan itself was included in the 2018/2019 budget. A sum of \$25,000 is included in the 2019/2020 budget to further implement the plan – with a view to attracting matched funding opportunities that may arise.

As detailed in the Report RDV funding has been granted for what is considered stage one of the masterplan implementation, the amount of \$29,647 is fully funded by RDV through the HHV initiative.

The costings for full implementation of proposal in the draft is in excess of \$2.0 million as a non-conservative estimate.

Full implementation of the plan will likely be staged over 10+ years – seeking external funding opportunities as they arise.

### **RISK MANAGEMENT**

The possible risk is that changes that are not part of the Masterplan will be implemented. An example is the installation of multiple tennis courts and a skate area that are not necessarily part of any such past plan. This led to the total open space in the main area being reduced by approximately 1/3.

To mitigate against any such risk the Masterplan must be referred to for any proposed work or installations and must be in alignment with the plan. Or the plan be opted for review should the community needs change.

An additional risk is that community aspirations change over time, and the proposals in the plan no longer reflect the community view. This can be mitigated through regular check-ins with the community as proposed works are to be undertaken.

### **CONCLUSION**

Council and the consultant have undertaken a significant amount of community consultation and summarised this into key themes that have led to the development of the final draft masterplan.

Feedback received has been summarised and recorded, regardless of agreement or disagreement to be included in the final plan.

The key themes are considered sound and appropriate for the future of the Gardens as well as the wider precinct.

The consultant has been mindful in considering the heritage aspects of the precinct as well as adopting initiatives that complement a modern view of what the Garden and the precinct should represent.

**ATTACHMENTS**

1. Gordon Gardens Masterplan Report September 2019
2. Gordon Gardens Masterplan Concept Drawing

**RECOMMENDATION**

*That Council adopt the draft Gordon Gardens Masterplan September 2019.*

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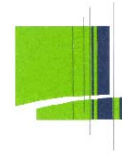
# GORDON GARDENS MASTERPLAN REPORT – SEPTEMBER 2019

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In conjunction with the following subconsultants:

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**ASR Research**  
Community and Recreation Facility Planning  
Suite 7, 321 Chapel Street  
Prahran, 3181



# Gordon Gardens Masterplan Masterplan Report



**Central Goldfields Shire Council**  
**September 2019**

Prepared by:

**Michael Smith and Associates**  
**Landscape Architecture and Urban Design**

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<p><b>Report Issue:</b> <b>Draft May 2019</b> <b>REVA - Final September 2019</b></p>
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**ACKNOWLEDGMENTS:**

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Karen Douglas: Administrator (CGS)  
Rebecca Stockfeld: General Manager Infrastructure Assets and Planning (CGS)  
Glenn Deaker: Manager Operations (CGS)  
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# 1 Project Objectives

## Project Objectives

Central Goldfields Shire Council has set the following Aims and Objectives for the preparation of the Gordon Gardens Masterplan.

- Provide for a framework and directions to guide Central Goldfields Shire Council's future work including planting and development of the gardens for example, as paths, new plantings, shade, seating, new facilities and removal of facilities.
  - Reinforce the community's value they place on the gardens as an area to relax, socialize and play.
  - Understand the mixed views held by the community in regard to facilities, return to a formal heritage park to provision of sport(s) courts, removal of some or all of the existing tennis courts and the need for a green grassed area.
  - Preparation of a species list for themed gardens.
  - Respect the local heritage of the gardens. The gardens are within Shire's Planning Scheme's Heritage Overlay and are of local significance.
  - Provide guidance on whether the recently made four mosaic art pieces should be located in the gardens and if one or more can be located in the gardens and consider their locations.
  - Build on the recent consultation program already undertaken by Council and Dunolly Primary School children which highlighted the community value the gardens as a place to relax, socialise and play.
- Review the mixed consultation responses from the community ranging from a return to the heritage garden plan, the potential of a basketball backboard / half basketball court, removal of some or all of the tennis courts and the need to keep the area greener. The matter concerning the tennis courts will require comprehensive consultation with the tennis club and other community groups.
  - Consider if the heritage sense of space still registers and whether it is appropriate to pursue a formal heritage space.
  - Understand the environmental / climatic conditions of a hot dry climate and shallow soil profile.
  - The need to maximize shade for park users.
  - The Masterplan report and presentations made during the course of the study need to be clear and concise to minimize ambiguity.
  - Work with council stakeholders and the community to achieve the best outcomes for the local community in the use of resources.
  - Preparation of a concept plan to provide the Key Directions and Strategies based on the stakeholder and community consultation and engagement process, including the Assessment of Merit of ideas already prepared by the Council and the community including the students of the Dunolly Primary School.





## 2 Introduction

### 2.1 Context

Before gold was discovered, the area around Dunolly had been selected by a Scottish born immigrant Archibald Campbell McDougall. In 1845 he named his sheep run 'Dunolly' after the rocky crag in the Bay of Oban – Dunolly Castle. The Dunolly area was part of the lands of the Dja Dja Wurrung Clan. The Port Phillip District was a pastoral outpost of the Colony of New South Wales. Within 3 months of separation of Victoria from NSW, gold was found in 1856 and changed the entire picture of the central goldfields region, in terms of influx of miners and settlement. In February 1859 'The Welcome Stranger Nugget' was found at Moliagul, ten kilometres north east of Dunolly. It was the largest nugget ever found in the world and was brought to Dunolly three days after its discovery to be weighed and sold at the London Bank in Broadway, Dunolly's main street.



The goldfields of tents and shacks were generally lawless and there was need to establish law and order and permanence. The Courthouse and Police Barracks addressed the law and order issue.



Broadway's buildings reflect the various professions, trades and commercial endeavors which followed the gold rush. Solicitors, doctors, foundry workers, shopkeepers and hoteliers established a degree of permanence in rural townships and Dunolly was no exception. By 1858 hardware stores, drapers, butchers and hotels lined Broadway. The wide streets on the grid pattern were intended to service a town of similar proportions to that of Maryborough or Castlemaine. Dunolly's historic buildings such as the Royal Hotel with its two iconic Canary Island Palms to the frontage are actively used and reinforce the heritage values of the township.

Dunolly is a service centre for the surrounding farming community and provide basic services for local residents, however there are no major manufacturing or industrial operators in Dunolly.

### 2.2 Dunolly Urban Design Framework

During 2002 MSA prepared the Dunolly Urban Design Framework (UDF) and it laid the foundation for Dunolly's main street, Broadway, to receive

a significant streetscape upgrade in the form of asphalt footpaths, bisected by a regular grid of exposed aggregate concrete bands.

The UDF identified the Gordon Gardens as a key focus for further community activities. This has recently been reinforced by Council's consultation and engagement with the community and primary school children in 2018 and as part of the current Masterplan process in April 2019.





## 3 Process

The table below outlines the actions undertaken to inform the preparation of the Gordon Gardens Masterplan in Central Goldfields Shire.

<b>March 2019</b>	<p><b>Appointment of Consultant</b></p> <p>Central Goldfields Shire Council appointed Michael Smith and Associates (MSA) in conjunction with Sands de Vos Architects and Heritage Consultants (SDV) and ASR Research (ASR) to prepare the Masterplan for the Gordon Gardens in Dunolly.</p>
<b>April 2019</b>	<p><b>Council Briefing Meeting / Stakeholder Consultation and Site Visit</b></p> <p>Council's Co-ordinator Operational Open Spaces (Project Officer) along with Central Goldfields Shire's General Manager, Administrator, and Manager Operations provided briefing advice to Michael Smith and Associates, Sands de Vos Architects and Heritage Consultants and ASR Research on Wednesday the 3rd of April 2019. At the same session, key stakeholders including school children of the Dunolly Primary School were invited to attend and make comment.</p> <p>MSA presented the preliminary draft Masterplan based on community consultation undertaken by council in 2018.</p> <p>Following the briefing meeting / stakeholder consultation, MSA, SDV and ASR undertook</p>

	<p>the initial site analysis at the Gordon Gardens. The consultant team reviewed the attributes, opportunities and constraints for the reserve with council and some stakeholders. Several senior council officers attended a review of the senior citizens and bowls club interface with reference to access and car parking.</p>
<b>April 2019</b>	<p><b>Community Consultation</b></p> <p>A User Group consultation meeting was held in the evening of the 3rd of April 2019. The meeting was attended by council's Project Manager, MSA representatives and eighteen members of the community.</p> <p>MSA presented the Preliminary Draft Masterplan based on community consultation undertaken by council in 2018.</p>
<b>May 2019</b>	<p><b>Preparation of the Background and Findings Report</b></p> <p>MSA prepared the Background and Findings Report documenting council's 2018 community consultation, MSA's site analysis results of the community and stakeholder workshops for council review.</p>
<b>May 2019</b>	<p><b>Preliminary Draft Key Directions Plan</b></p> <p>MSA revised the Preliminary Draft Key Directions Plan following review of the Sketch Plan provided to council.</p>
<b>June - July 2019</b>	<p><b>Draft Masterplan Public Exhibition period</b></p> <p>Between 25<sup>th</sup> June and 31<sup>st</sup> July 2019, the Draft Masterplan was placed online and as a hardcopy as part of the public exhibition period. Written submissions of community</p>

	comments was obtained to be incorporated into the final Gordon Gardens Masterplan
<b>August 2019</b>	<b>Assessment of Merit and Final Masterplan</b> MSA prepared an Assessment of Merit of the feedback received during the public exhibition period. Only comments and ideas that are either in disagreement to the Masterplan's strategies or new ideas have been recorded. Following the Assessment of Merit, the Masterplan and Masterplan Report was revised to incorporate the community's feedback.

## 4 Site Analysis

The Gordon Gardens are named after General Robert Gordon, killed in the opening skirmish of the Sudan War in 1882. It is a Crown Reserve of 2.1Ha and Council is the Committee of Management. A key issue for circulation, legibility and providing awareness for particularly visitors to the township is the lack of corridors and visual/ physical connections between Broadway and Barkly Street. Past research with residents during the UDF of 2002, indicated that approximately eighty years ago there were links between Broadway and Barkly Street and the Gordon Gardens. This changed over time as property owners were not comfortable with parts of their property and businesses providing public access to Barkly Street and the gardens. Certain alignments of Elm trees on the Barkly Street side of the Gordon Gardens portray this lost link/ access and the important relationship between Broadway and the Gordon Gardens.



The Gordon Gardens offer opportunity to continue an avenue of trees directly linking Burke Street and the vista line to the former courthouse, now the Masonic Lodge.

In 2002 our UDF identified the need for improved pathways and establish corner elements at the four corners of the gardens to define spaces to the streets and define internal potential elements such as paths and a formal avenue of trees (possibly Elms or Lindens), and perhaps groupings of trees. A fine example of an Elm tree is the large tree north of the Queen Victoria Jubilee Monument. The monument used to be a fountain and has a large trough to its surrounds.







While Broadway has strong historic cues there is little in the Gordon Gardens aside from the Queen Victoria Jubilee Monument and several trees that today outwardly reflect the history or former layout of the gardens. The gardens are located within the Shire's Planning Scheme's Heritage Overlay. There are however elements such as wider paths, diagonal paths, avenues of trees and the creation of a green sitting space that would be very much appropriate to consider in as a design opportunity. Car parking in the reserve is not an approved use. The gardens were formally known as the Market Reserve and came into being in 1867 and later confirmed for use as a Public Gardens in 1883 by the then Borough of Dunolly.

Close to the Queen Victoria Jubilee Monument are the public toilets and a barbecue/ picnic shelter. The gardens provide community services and facilities to the south-west corner. The CFA Depot occupies a considerable site with a shed to accommodate three large fire engines and equipment. Immediately east of the CFA site is the Dunolly Bowls Club which has two creeping bent grass greens and the social club rooms present as a blank wall to the gardens. To the north of the CFA Depot is the Senior Citizens Clubrooms, with a frontage to Bull Street. A central component to the gardens is the Queen Victoria Jubilee

Monument, located immediately north-east of the Bowls Club and constructed around 1887. The Monument commemorates the Jubilee Year of Queen Victoria in 1887 along with the municipality of Dunolly becoming a borough in 1858. A geometric path layout constructed was around the same time. The former gravel paths have since been removed.

During the gardens time, various developments for the open space were proposed and opened including a school (1911), RSL Hall (1958), new council chamber and offices (1968) and an elderly persons unit (1969). Incremental development did take place being the Fire Brigade, children's playspace (1941), bowling greens and clubrooms (c1947), a swimming pool (1956), public toilets and a senior citizens club.

The reserve was once fenced with a low timber picket fence. There is a mixed tree planting of Elms, Kurrajongs, Gums, Planes, She-oaks and Melaleucas. There are groups of Pines to the north west corner.



A small skate park with steel ramps was recently constructed to the far north-eastern corner of the gardens at the Market and Thompson Streets intersection.

There are opportunities to consider dryland shrubs as a massing groundcover to certain areas to create emphasis and manage difficult areas such as the edge of the bowls club clubhouse. Genera such as *Eremophila*, *Rhagodia*, *Maireana*, *Hakea*, *Carpobrotus*, *Myoporum* and some *Cassias* come from the semi-arid inland of Australia and in Dunolly's climate would only require establishment watering over the first twelve to eighteen months, (particularly if planted in April and only supplementary watering in extremely dry periods i.e. 8 weeks in summer without rainfall.)

The Urban Design Framework of 2002 recommended the planting of a strong avenue of deciduous trees, of English Elms (*Ulmus procera*) or Lindens (*Tilia europaea*)



St John's Anglican Church is located to the immediate east side of the gardens. The church and associated school building have a strong visual connection to the gardens.



The former courthouse is located immediately north of the swimming pool and has visual connection to the gardens. Several surrounding homes indicate permanence of the township.

Five tennis courts enclosed by a chain mesh fence and gate are located in the eastern portion of Gordon Gardens with a former tennis pavilion located in the south east corner of the site. The courts are in relatively good condition however, with the absence of a tennis club in Dunolly there is an opportunity to remove some of the courts and return the site to open space. Three solar lights are located at corners of the tennis court fence.



The playspace is located north of the tennis courts and is partially shaded by two large Spotted Gums trees and a medium sized Yellow Box along the northern boundary. It is enclosed by a brown steel fence with gate entry at two points. The playspace contains a basket swing, monkey bars, a cup spinner, a swing set, two seats and a play fort that contains slides, a timber bridge, a shop window and various climbing elements. There is an opportunity to expand the playspace, provide more equipment such as a flying fox and create a theme such as a gold mining heritage theme. The expansion of the playspace would require the removal of the western row of three tennis courts.

The Dunolly swimming pool has an edge to Market Street which allows view lines into and out of the pool area. A large shade sail occupies the eastern half of the pool and the garden area contains few trees, picnic tables and an open lawn area. The area around the pool could benefit from additional shade, seating and trees.



West of the swimming pool is the pines carpark, an informal parking area amongst Canary Island and Monterey Pines which contains a prominent view line to the former courthouse.

The landscape character of the gardens comprises of a mix of exotic, native and indigenous tree species, with a significant portion of vegetation located in the site's eastern half. Large English Elms provide shade to the picnic tables to the south of the site and form an avenue along Barkly Street. Established plantings of trees including River Red Gums, Ironbarks, She-oaks, Kurrajongs, Spotted Gums and White Cedar trees enclose a small concrete and steel ramp skatepark in the north east corner of the site. The scattered trees continue west towards the existing playspace and barbeque shelter creating an open feel due to the tall trunks and lack of understorey plantings.





## 5 Heritage Review and Recommendations

The Heritage Review Report as an overview document was prepared by Sands de Vos Heritage Architects to accompany the Gordon Gardens Masterplan to assist in guiding council's future work in the Gordon Gardens. Refer to the Appendix section for the Heritage Review Report in whole. The key heritage recommendations in regards to the Masterplan and the impacts of the cultural significance of the gardens are listed below.

In 1986, the Bet Bet Conservation Study recommended any work in the gardens be guided by the following principles:

- Prevent further alienation of the garden area for sporting facilities.
- Screen existing sporting and other uses i.e. the Senior Citizen's Club with plantings consistent with nineteenth century remnants.
- Emphasize the East-West axis which has the Municipal Memorial as its centrepiece and introduce nineteenth century planting to its central area of the gardens.
- Retain the unpaved pathways.

### 5.1 Planting

The Sands de Vos' Heritage Review documents on page 7, evidence of early tree planting can be found in the 1998 Central Goldfields Shire Council Preliminary Conservation Management Plan. Along Barkly Street

remnant English Elms provide evidence of a former double row of planting – one row as street trees and a second row inside the former fenceline. This provided significant shelter from the direction of prevailing winter winds.

There are additional remnant street trees on the southern side of Barkly Street in the form of English Elms, Planes and Kurrajongs as later replacements. There is evidence of other remnant English Elms around the outskirts of the Gordon Gardens; one lone survivor as a street tree outside the Senior Citizens' Club in Bull Street and additional spaced Elms at the Wesleyan Uniting Church.

Photographic evidence exists of the use of Pines for early structural planting. There are no remnant avenue trees in Market or Thompson Streets which comprise mainly of recent plantings of Casuarinas, Acacias and Ceders. According to the Central Goldfields Shire Council Preliminary Conservation Management Plan, shrub beds did not feature except perhaps at the monument setting and there is no evidence of the early use of annuals.

The Pines in the northwest corner of the gardens were planted circa 1940s as a wind break for hot summer northerlies.

- Proposed sympathetic planting should take reference from historic planting and the earlier existing trees around the site.
- Due to the changing use of the garden from a dedicated public garden in 1883 to a recreation garden in 1949, the location of historic trees may not be as relevant in the current use of the gardens.

## 5.2 Fences

The site was originally fenced around the perimeter in 1887, for use as a Market Reserve to separate it from the surrounding roads. There is evidence of the fence remaining during the use as a public garden however it began to fall into a state of disrepair in 1929. The fence was removed as the use of the space changed from an open public reserve and developing sports precinct.

- The 1986 Bet Bet Shire Conservation Study recommends that fencing to the gardens should be returned to its original form – the most general design being simple wooden pickets. The 1998 Gordon Gardens Conservation Management Plan recommends that the boundary fencing not be reinstated and an alternative design treatment shall define the boundary.
- The recommended approach would be to re-establish the garden boundaries in a subtle manner with planting at defined entry points while still maintaining transparency and easy public access.
- Some fencing or open gate structure would be appropriate to the primary entry points to reinforce significant axis through the gardens.

## 5.3 Views and Vistas

- The 1986 Bet Bet Shire Conservation Study recommends that rears of significant buildings extending from Broadway to Barkly Street should be visible from the gardens and should be considered as part of any planning conservation.

- The 1998 Preliminary Conservation Management Plan notes there are several important views and vistas when considering the orientation. These are:
  - Views west to the mountains
  - Views to heritage buildings surrounding the reserve.
  - Views to the Post Office Tower
  - Views from off-site to the central monument.



*Significant view to the Post Office tower*

- It is recommended that a visual connection with the fronts of significant Victorian Buildings located to Bull, Market and Thompson Streets should be considered as part of the Masterplan.
- The rear of buildings to Barkly Street do not need to maintain a visual connection with the gardens as Victorian buildings were not generally designed to be viewed from the rear.

## 5.4 Pathways

Early photographs show a compacted gravel path of Dromana crushed rock, or similar and what appears to be a raised brick edge that forms a widening path around the Queen Victoria Jubilee Monument with surrounding garden beds and planting.

- The 1986 Bet Bet Shire Conservation Study recommends that pathway and road surfaces remain unpaved and are to be surfaced with gravel and to retain remnants and stone kerbing and extend where appropriate.
- The principle pathways should reinforce the significant north-south axis with the Queen Victoria Jubilee Monument to the centre. The path should have a compacted gravel surface, with ideally a brick border, particularly around the Monument and surrounded by garden beds.
- Other pathways (gravel) may have more informal borders. It is recommended in the Heritage Review that existing concrete or bitumen paths should be removed and replaced with a suitable compacted gravel.

## 5.5 Carparking

With the removal of fencing (circa 1930) access to the site has become unrestricted. The existing car parking to the east of the Bowls Club seems to have occurred in an unplanned organic manner and is not an appropriate or approved installation. The 1998 Central Goldfields Shire Conservation Management Plan and the 1986 Bet Bet Shire Heritage Study identified the car parking as unsuitable for the site.

The Heritage Review Report states that the unplanned outcome of car parking to the gardens is an unsuitable outcome. The car park east of the Bowls Club in its existing location adversely impacts on the significance of the site and interrupts the important north-south axis and its connections to the surrounding precinct.

- In consideration of the current use of the site as a recreational reserve and sports precinct, it is not unreasonable to consider car parking within the site. A proposed car park in the garden's north west corner is a reasonable outcome and addresses the practicalities of the current use.
- Reinstatement of appropriate planting around the proposed carpark is encouraged as the area was previously planted out.

## 5.6 Significant Structures

The Queen Victoria Jubilee Monument contributes to the significance of the gardens as a central axis point and feature. The significance of the Tennis Courts and associated building (1897), bowls club (circa 1946) and pool complex (c1956) have not been documented in the 1998 Conservation Management Plan.

- It is recommended that the appropriate paths and planting around the Monument not be reinstated.
- It is recommended that the monument is restored to a working fountain with the inclusion of interpretive signage that explains the history and significance.

- The existing buildings show the historical development of the site and contribute to the significance of the gardens as it has evolved over time. The buildings themselves are not culturally significant and may be altered in a sympathetic manner to suit the appropriate use and cultural significance of the gardens.



*View north east towards the Masonic Centre with the Queen Victoria Jubilee Monument in the Foreground*

## 6 Community Consultation and Engagement Process

### 6.1 Introduction

The following section summarises the consultation undertaken as part of the development of the Gordon Gardens Masterplan. Prior to this, Council undertook community consultation in 2018 and the results formed the basis of the material presented at the community and consultation workshops in April 2019.

- A stakeholder consultation meeting was held on Wednesday the 3<sup>rd</sup> of April at the Dunolly Town Hall on Broadway with the Consultant team and Council.
- The following evening, a community consultation workshop was held at the Dunolly Town Hall in which eighteen locals attended.

Below is a summary of the community and stakeholder consultation workshop sessions.

### 6.2 Stakeholder Consultation Meeting

**1:00pm – 2:30pm Wednesday 3rd April 2019, Dunolly Town Hall**

After introductions by Council, MSA welcomed and introduced the consultant team and explained the aims and objectives of the study and the preliminary ideas raised by the community in 2018, as listed on a plan

The meeting was opened to discussion of the 21 points listed on the preliminary plan.

Refer below for the key points of discussion:

- Dump point for waste for caravans could be considered near point No.3. Is it an appropriate place/site? Overall consensus is no, a dump point should be at or near the caravan park.
- There hasn't been a tennis club since the mid-80s or early 90s, although people do play social/casual tennis. Gates are locked. Why lock the courts? The Dunolly Primary School use the courts and the swimming pool.
- Several school children are keen to retain up to three courts. The school has two courts. The school children prefer basketball over tennis.
- The Senior Citizens site is uneven for car parking and safe access
- Accessibility is an important factor in the Masterplan, is the toilet block accessible/DDA compliant?
- The Bowls club's concern at losing car parking for the green space or corridor listed east of the bowls club.
- The advantage of the green corridor emphasised by the potential link to Broadway. There is a gap between buildings of 4 metres + corridor across Barkly Street, avenue of trees and grassed corridor encapsulating the fountain and vista to the Masonic Lodge. (Former Courthouse).
- Car loss east of the bowls club can be offset by car parking in Barkly Street, currently two crossovers. The pines area could be car parking to the northwest corner.
- Sitting under the cool shade of deciduous/evergreen trees was important to the community.

- Swimming Pool Manager: Could use swimming pool water for irrigation (water from pool can be used for in-ground sprinklers for about 3 days)
- Art involved 400 local people represented by the tiles on 4 large ceramic artworks. The tiles on the back of the four mosaic artworks are based on the theme 'sense of place' and depict elements that give Dunolly a sense of place.
- School Children: CCTV security cameras required at the tennis courts. Shade required at the swimming pool. The school children plotted shade required to the surrounding grassed area. The school children requested additional seating around the pool and the possibility of grassed mounding. Improve the grass to pool edge interface.

**After meeting discussion:**

- There was a request to make the gate more prominent. There was interest in artistic displays on the gates i.e. laser cut steel animals/toddlers drawings.
- Is there a citation for the heritage overlay?
- Inspection of the Senior Citizens and bowls club interface: Potential ramp and access gate to bowls club northeast corner of the senior citizens
- Potential gate east of the storage shed
- Potential disabled parking between the water tanks and shed
- Improve the visual amenity using screens/green walls/mural artworks
- The pines have tops removed, potential removal and construct a gravel car park area is uneven at present. Add new trees to the gravelled surface.
- The courthouse needs to be considered in its view line
- Potential for senior citizens to expand northward, as a forecourt

- Chalkboard near playspace or a concrete area where children can draw with chalk
- Burke Street 4 No. Brachychitons on the east nature strip. 13 metres of seal could reduce to 7.5-8 and convert to nature strip with double row of trees linked to the gardens.
- Inspection of artworks at the founding photos taken by MSA. Double sided works acknowledgement of community members' contribution of up to 400 locals.

### **6.3 Community Consultation Meeting**

**7:00pm – 9:15pm Wednesday 3rd April 2019, Dunolly Town Hall**

After introductions by Council, MSA welcomed and introduced the consultant team and explained the aims and objectives of the study and the preliminary ideas raised by the community in 2018, as listed on a plan .

The meeting was opened to discussion of the 21 points listed on the preliminary plan.

Refer below for the key points of discussion:

**Locals' comments:**

- Cluttered lost the heritage due to competing activities. There has been no understanding of heritage.
- Can the dump point be established in the gardens? Is it an appropriate space for a dump point?
- Mining history has been ignored. Dunolly is important in the goldfield history. Many gold prospectors come to Dunolly now
- The artwork is too modern, whilst I like it, is it the right image for the gardens?
- Tourist buses need to be considered

- In a recent RACV journal, Dunolly was described as “a lovely little heritage town”
  - The bowls club will strongly object to the loss of the gravel car park east of the clubrooms. Have bowlers in the 80s and 90s who need a safe, convenient access
  - [MSA, Council] The benefits of the “hub area”, safer for children at the picnic / rotunda shelter and barbeque without cars intruding into the garden space. The visual and physical corridor between a green spine and avenue of trees and potential connection to Broadway.
  - Can a heritage mining display be incorporated in the unused tennis shed?
  - Council doesn't look after trees, my partner wheelbarrows water to the recently planted trees.
  - Concern of elderly people accessing gravel car park. They need stable surface. Consider concrete or asphalt paths within car parking areas.
  - The proposed basketball court is good as the school children are not allowed to use the courts out of hours at school.
  - The skate park is limited. Hot metal, sharp edges and 3 jumps. The locals preferred concrete ramps with multi-use space. Metal ramps are noisy.
  - Hedges create problems with motorist and pedestrian sightlines.
  - [Council] Hedges 700mm high are acceptable. Corner flowerbeds as an alternative to hedging.
  - The north west corner was meant to be a library
  - Has lighting been considered? Lighting to around the swimming pool is required
  - Lighting for the swimming pool is a high priority as it can remain open longer on hot summer nights.
  - The pool should be opened more for adults to use during the day
  - Wheel chair and gofer wheeler frame access is critical. It is a number one design consideration.
  - The bowling club is an evacuation point in an emergency. Access is important.
  - Is Barkly Street the planned truck access route? Could it be located in Inkerman Street?
  - [MSA] Truck access along Barkly Street would severely impact on the amenity, safety of the gardens and particularly the hub area (rotunda, bandstand and shelter(s)/picnic area).
  - Loss of car parking within the gravelled horseshoe shaped zone east of the bowls club. The bowls club members present at the meeting, thought if car parking could be established at the senior citizens.
  - The pines area with access to gates that would offset the loss and inconvenience of access from the east.
  - Not uncommon to have 30 grain trucks parked.
  - Like art but can artwork go in Broadway rather than the gardens? The artwork link from Broadway to Gordon Gardens (between No. 84 and Old Coach Building) is the preferred option depending on a title search. A secondary option for the artwork location is along Thompson Street to the gardens.
  - Officially the gardens are a dog-on-lead park
  - Broken glass on grass and path near the Queen Victoria Jubilee Monument
  - Online, hard copies and Welcome Record – local paper.
- Those attending the meeting voted on the 21 points at the request of one resident. The voting was recorded by MSA and will assist in determining the next strategies. Council warned that 18 members is not a representative collection of Dunolly.

## 7 Assessment of Merit of Community Comments

The following consultant team's comments are in support of the strategies developed which derived from the consultation and engagement process conducted by the shire in 2018 and at the consultant's two meetings within the community on Wednesday, 3<sup>rd</sup> April 2019. A summary of the Assessment of Merit is below:

### **Tennis courts**

There was strong support to remove up to three of the five existing tennis courts, as tennis has declined in popularity within the township and not all courts are used simultaneously. The courts are currently used by the Dunolly Primary School children, who support the establishment of a basketball court. There was strong support for the establishment of a basketball court and this should double up as a netball court. One of the tennis courts should remain as a tennis court. The tennis court should be fenced to contain balls and the proposed basketball / netball court should be unfenced.

### **Playspace**

With the removal of three tennis courts (the most westerly), there is significant potential to establish additional open space within the central area of the gardens. There was support for the upgrade and expansion of the existing playspace as a regional destination playspace, featuring special play apparatus including accessible apparatus and possibly some mining related interpretation. By creation of a regional destination playspace visitors would be attracted to the facility and other

improvements to the gardens, with benefits to the retail economy of the township. The current playspace does not have provision of shade and the expanded playspace including improvements to the existing playspace will have shade sails and canopy trees.

### **Car park**

The north west corner presently a grassed area with a group of pine trees, offers potential for establishment of a sealed car park with drainage to trees planted within the car park. Rain gardens and tree vaults would be established for supplementary watering of the car park trees. The car park should be sealed to allow safe and convenient access for people attending the adjoining senior citizens centre. The new car park will provide convenient access to the bowls club with a path to the north side of the bowls greens. It is recommended to relocate the bowls club's maintenance shed north and the three water tanks to facilitate an east west pedestrian corridor linking the new car park to the bowls club and has an added benefit of directly lining up with the Queen Victoria Jubilee Monument, which provides interest and a point of reference. An alternative access for the bowls club is along the existing grassed area between the players shelters and the greens. This would be accessed via a ramp located at the north west corner of the bowling green.

### **Wheelchair access**

There was strong support to provide wheelchair, gofer and walking frame access to the bowls club. Several disabled parking spaces need to be provided in Barkly Street. An existing grassed mound south of the clubrooms needs to be reshaped to provide a ramped concrete path from Barkly Street to the entrance gate. DDA compliant access from the proposed north west car park mentioned above can be gained via the access corridor parallel to the bowls club's north fenceline.



### **Pathways**

The gardens has a narrow one metre wide diagonal path parallel to the tennis courts and an access path from the Burke Street end. With improvement of gardens including access within the proposed car park to the north west corner of the site, pathways will be an important. Access paths with DDA compliance within public spaces nowadays is mandatory and it is recommended 2.5 metre wide paths are provided within the gardens. This allows for oncoming prams, wheelchairs, gofers or walking frames to pass one another without the need to deviate from the pathway. There is merit in the provision of wider paths in terms of historical context as pathways within 19<sup>th</sup> century gardens were generally 3-5 metres in width.

### **Provide at least two grassed areas**

The gardens have an existing irrigation system to which council has recently tested and it appears issues have been with the solenoid valves and controller, rather than spray heads and pipework. During council's consultation with the local community there was strong support for the establishment of greener spaces which is linked with the key value that locals placed on the gardens as a place to relax, socialise and play. Providing several green grassed areas will improve the visual presentation of the gardens. The irrigated grassed areas coincide with the key people congregating space. The irrigated areas need to be associated with key spaces or corridors of activity and planting within the gardens.

### **Perennial plants at the corners of the gardens**

There was community support during the 2018 construction with locals, for better definition of the gardens along all or part of its boundaries and the interface to surrounding roads. Traditionally, 19<sup>th</sup> century gardens had timber picket or metal rod fencing to boundaries and often in parts hedges. At the consultant's community meeting in April 2019, there was

general community resistance to complete hedging or fencing of the gardens, one of the reasons was the restriction of motorist's sightlines at the corners. Following discussion at the consultant's meeting, it was decided a compromise could be met through the provision of perennial and low shrubs planted at corners and access points(paths) and their intersection to the garden's boundaries.

### **Seats**

There are several existing picnic shelter/rotundas and several seats within the gardens, however additional seating associated with both existing and proposed canopy trees would be commensurate with the intended increase in patronage of the gardens as a community recreation resource and destination place for visitors.

### **Picnic facilities**

The intended improvements to the gardens such as a destination playspace, gold mining interpretation, provision of updated sports courts, an up-to-date skate bowl/park, greater recognition of heritage values and the provision of irrigated grassed areas, allows for greater visitation and intensified use. The gardens have the potential for locals to host family and friends groups functions and cater for the enjoyment of visitors passing through Dunolly.

### **Provide barbeque, shelter and shade**

There is a barbeque unit within each of two existing shelters within the gardens. As patronage of the gardens increases over time, there maybe need for the provision of additional barbeque units and associated shelters.

### **Provide water tanks, and provide drinking fountains**

With the intended increase patronage of the gardens there is certainly the need to have two drinking fountains and bicycle racks close to the playspace, skatepark and tennis courts.

### **Four artworks**

There was mixed community response to the provision of up to four of the recently made ceramic tile artworks in which 400 locals had contributed ideas towards the themes of the four pieces of artwork. Some community members thought the artwork was too contemporary for the gardens, others were enthusiastic to have all or some of the ceramic artworks within the gardens. On balance, artwork could be linked to Broadway and along Thompson Street then into the gardens. There is potential to connect the garden with Broadway through an old right of way (R.O.W) (subject to land ownership) between the Old Coach Building and No.84 'Thrifty on Broadway' shop. There is a direct axis line from Broadway across the gardens along Burke Street to the Masonic Lodge (former courthouse). Consideration should be given to the journey along the R.O.W across Barkly Street and the gardens as an art trail that may involve additional process of artwork by locals and the primary school.

### **Signage**

At the meeting in April 2019 with the consultants, Dunolly's gold mining heritage was raised as an important historic aspect of the township that should be recognised and celebrated. With the removal and relocation of the skatepark, the gold mining heritage by means of a poppet head and gold panning could be created through sculpture and other elements such as sluicing, living conditions and coach transport could be depicted through interpretive signage. It is intended that interpretive signage would focus on the history of the gardens with the aid of photographs (several already sourced by the consultant team) and include interpretive

information on the mining history and art and craft movement in the township.

Currently there is general information signage about the gardens within Broadway, however additional signage in Broadway would be of benefit, as to would signage within the gardens, particularly at key people gathering areas.

### **Community artwork**

Linked with the four ceramic tile artwork pieces recently commissioned through Deborah Halpin, there would be the opportunity to install other commissioned work, including within the main Street Broadway. Several immediate opportunities present themselves for commissioned work by preferably local/regional artisans to prepare murals/screens green walls to areas such as the east wall of the bowls club rooms, the bowls club's maintenance shed, and the three water tanks to the north west corner of the bowls club. The murals or screens should be subtle in their presentation, so as not to detract from the character and heritage's values of the gardens.

### **Pool opening hours**

During council's community consultation program there was strong support for the swimming pool hours to be extended until 8-9 p.m. At the consultant team meeting in April 2019 there was support for increased opening hours of the swimming pool during the day. This is likely to be subject to council funding and availability of personnel.

### **Convert the car park east of the bowls club to a green spine**

Currently there is a gravelled elongated horseshoe-shaped access track that extends north from Barkly Street to near the Queen Victoria Jubilee Monument. The gravelled area is a local and visiting team bowler's as a car park. The gravelled car park provides convenient access to the shelters and picnic facilities to the eastern edge. There was strong

support during the consultation process for establishment of green spaces for people to relax and socialise. Given the location of the rotunda, the picnic shelter/barbeque and the Queen Victoria Jubilee Monument, it is appropriate a feature green spine is created and replaces the existing gravel access track. The spine will prevent vehicles from entering into the gardens which is inappropriate use of a public area particularly where children are playing and participating in gatherings conducted at the shelter and rotunda. The green spine needs to be linked visually to Broadway and to Burke Street as previously described in No.19. The green spine should be enhanced with appropriate canopy shade trees. Early photographs already sourced by the consultant team, show large canopy trees at the vicinity of the Queen Victoria Jubilee Monument.

#### **Tennis club house**

The existing weatherboard tennis club room is half a shelter with perimeter seating within the shelter space. There was mixed reaction to retention or removal at the consultant team meeting. It would be appropriate to retain the building which is approximately 15 metres x 4 metres as a part shelter for people using the basketball court and the tennis court. The remaining closed section could be used as a meeting room for community based organisations.

#### **Fountain**

The gardens have a heritage overlay and the Queen Victoria Jubilee Monument is one of the few heritage elements that remain and the location is pivotal in the connection and vista along Burke Street to the Masonic Lodge (former courthouse). The recommissioning of the fountain will assist in the memorial providing a focal point for the green spine.

#### **Swimming pool's shade trees**

In discussion with some of the Dunolly Primary School students, the students indicated the need for improvement to the swimming pool's amenity and surrounds. This should be done by the provision of several shade sails to the grassed areas, in conjunction with additional seating and improvements to the concourse apron around the pool.

#### **Gate**

The existing pool gate to the north east corner of the pool complex could become a feature for artwork.

#### **Ramp to the bowls club**

Already mentioned

#### **Lighting**

Currently there are two solar panelled lights within the gardens and with intended increased use lighting is important to the key people congregating areas including the proposed car park to the north west corner of the gardens. Lighting to the swimming pool complex should be provided.

#### **August 2019 Assessment of Merit**

Between June and July 2019, the Gordon Gardens Draft Masterplan was displayed publically as a hardcopy and on Council's website for comment as part of the public exhibition period. In August 2019, Michael Smith and Associates prepared an Assessment of Merit of the feedback received during the public exhibition. Only comments and ideas that are either in disagreement to the Masterplan's strategies or new ideas have been recorded. Refer to Appendix 3 for the August 2019 Assessment of Merit.

# 8 Key Directions

## 8.1 Introduction

The following is a list of realistic strategies and actions taken from Council's consultation with the community in 2018 and the consultant meetings with the community and stakeholders in early April 2019.

- 1. Remove three tennis courts to return to open space grass. Upgrade one court and convert one court to a combined basketball and netball court. Consider the installation of CCTV cameras. The tennis court is to be fenced and the gate unlocked. Consider a name for the tennis court or former tennis pavilion – the name Raselli is for consideration subject to Council's approval.**

There was strong support to remove up to three of the five existing tennis courts, as tennis has declined in popularity within the township and not all courts are used simultaneously. The original tennis court was constructed in 1897 (and possibly a basketball / netball court), with additional courts and clubhouse in 1955. The early association of the courts and the gardens seem to contribute to the changing nature of the gardens to a recreation reserve (1949). The courts are currently used by the Dunolly Primary School children, who support the establishment of a basketball court. There was strong support for the establishment of a basketball court and this should double up as a netball court. One of the tennis courts should remain as a tennis court. The tennis court should be fenced, the basketball / netball court will not be fenced. During the final consultation stage, the suggestion was made to name the tennis court and / or the clubhouse after the Raselli Family. This requires further

consultation with the community and approval through the formal process and by Council.

- 2. Convert the car park area east of the bowls club to an irrigated grassed area. Provide a green link to Burke Street and the former courthouse (Masonic Lodge) to the gardens and Broadway with a strong avenue of feature trees and landscape treatment. Removal of vehicle parking in the area east of the bowls club will increase the safety for children playing and participating in gatherings at the picnic shelter and rotunda.**

Currently there is a gravelled elongated horseshoe-shaped access track that extends north from Barkly Street to near the Queen Victoria Jubilee Monument. The current informal carpark location severely compromises the axis and connection between the historic government/civic precinct to the north and the commercial precinct to the south. The removal of the informal carpark and the re-emphasise of this access with a permeable pathway and connection to the Queen Victoria Jubilee Monument will provide a good outcome in improving the historic significance of the site.

The gravelled area is a local and visiting team bowler's as a car park. The gravelled car park provides convenient access to the shelters and picnic facilities to the eastern edge of the gravelled area. There was strong support during the consultation process for establishment of green spaces for people to relax and socialise. Given the location of the rotunda, the picnic shelter/barbeque and the Queen Victoria Jubilee Monument, it is appropriate a feature green spine is created and replaces the existing gravel access track. The spine will prevent vehicles from entering into the gardens which is inappropriate use of a public area particularly where children are playing and participating in gatherings conducted at the shelter and rotunda. The green

spine needs to be linked visually to Broadway and to Burke Street and should be enhanced with appropriate canopy shade trees such as English Elms or Lindens. Early photographs already sourced by the consultant team, show large canopy trees at the vicinity of the Queen Victoria Jubilee Monument.

- 3. Provide an east – west asphalt path connecting the Senior Citizens’ Club and the car park access to the bowls club. Create a visual focus to the Queen Victoria Jubilee Monument by relocating the existing bowls club maintenance shed and water tanks north.**

This will open up an important east – west axis which supports the heritage significance of the gardens through the creation of a view to the Queen Victoria Jubilee Monument.

- 4. Extend the playspace with feature play elements, including sensory features and a chalkboard. Provide additional shade trees. Make the playspace a regional destination attraction and include an all abilities selection of apparatus. Provide canopy shade trees to the playspace.**

With the removal of three tennis courts (the most westerly), there is significant potential to establish additional open space within the central area of the gardens. There was support for the upgrade and expansion of the existing playspace as a regional destination playspace, featuring special play apparatus including playspace apparatus that is accessible for people of all abilities. There is the opportunity to create gold mining related interpretation. By creation of a regional destination playspace visitors would be attracted to the facility and other improvements to the gardens, with benefits to the retail economy of the township. The current playspace does not have provision of shade and the expanded playspace including improvements to the existing playspace will have shade sails and canopy trees.

The 1986 Bet Bet Conservation Study was concerned with the use of the area as gardens as it transitioned more and more from gardens to public recreation reserve. The 1998 CMP seems to recognise this change and accepts it as the developing nature of the site and is less inclined to preserve the area as gardens and more as a public reserve, as the site has gone through dramatic change with the introduction of many public sporting facilities (bowling, tennis, basketball, swimming, skating, as well as the CFA and senior citizens club). Therefore, additional play space would further contribute to the changing (council approved) use of the gardens. However, any proposed works should also respect and be influenced by the cultural heritage of the site as early gardens; its connection with other significant surrounding sites; the connection with the north and south precincts and the axis running through the gardens that reinforce this connection. Refer to the Sands de Vos Heritage Review Report for other heritage design considerations.

- 5. Convert the Pines area to a sealed car park, suitable for approximately 40 cars. Provide tree planting of Sheoaks and Native Pines that frame the view to the courthouse.**

The north west corner of the gardens is presently a grassed area with a group of pine trees and offers potential for establishment of a sealed car park with drainage to trees planted within the car park. Rain gardens and tree vaults would be established for supplementary watering of the car park trees. It is appropriate for the planting to reflect the character of the past. The car park should be sealed to allow safe and convenient access for people attending the adjoining senior citizens centre. The new car park will provide convenient access to the bowls club with a path to the north side of the bowls greens. It is recommended to relocate the bowls club’s maintenance shed north and relocate the three water tanks to facilitate an east west pedestrian corridor linking the new car park to the bowls club and has an added benefit of

directly lining up with the Queen Victoria Jubilee Monument, which provides interest and a point of reference. An alternative access for the bowls club is along the existing grassed area between the players shelters and the greens. This would be accessed via a ramp located at the north west corner of the bowling green. This option would not require relocation of the maintenance shed or the water tanks.

The open gardens and more specifically the pines have a strong association with the early planting in the gardens. The informal carparks that currently exist within the gardens was never an approved use, and occurred in an unofficial organic manner. The 1986 and 1998 conservation studies suggest that carparking on the site will dramatically compromise its significance. The proposed carpark is also directly adjacent the Former Courthouse, a significant building with a state listing (H1468). Any proposed changes should reinforce the connection of the 'gardens' with the surrounding historic buildings, including views and vistas.

To suit current and future use of facilities, it is not unreasonable to consider carparking within the gardens given the current use of the site as a recreational reserve and sports precinct. Reinstatement of appropriate planting around the proposed carpark is encouraged.

**6. Provide wheelchair, gopher and walking frame access to the bowls club via a ramp at the Barkly Street frontage. Provide four disabled parking bays in Barkly Street.**

There was strong support to provide wheelchair, gopher and walking frame access to the bowls club. Several disabled parking spaces need to be provided in Barkly Street. An existing grassed mound south of the clubrooms needs to be reshaped to provide a ramped concrete path from Barkly Street to the entrance gate.

DDA compliant access from the proposed north west car park mentioned above can be gained via the access corridor parallel to the bowls club's north fenceline.

**7. Provide additional information and interpretive signage about the Gordon Gardens and its facilities within Broadway and the gardens. The bowls club is an emergency community evacuation point.**

Currently there is general information signage about the gardens within Broadway, however additional signage in Broadway would be of benefit, as to would signage within the gardens, particularly at key people gathering areas.

The signage should also include some historical information and photographs relating to the history of the gardens and its significance. This is also outlined in Central Goldfields planning schemes:

21.10 Heritage, "Interpretation and awareness of the Shire's heritage would be improved by better interpretative signage and heritage brochures.

21.11 Tourism, "Improve heritage interpretative signage and local heritage information brochures for the townships and their mine-site environs".

**8. Provide 2.5 metre wide asphalt pathways within the gardens. Provide compliant access for prams, gophers, wheelchairs and walking frames. Consider installation of several fitness stations. Construct a 2 metre wide granitic gravel path to all sides of the gardens.**

The gardens have a narrow one metre wide diagonal path parallel to the tennis courts and an access path from the Burke Street end. With improvement of gardens including access within

the proposed car park to the north west corner of the site, pathways will be an important. Access paths with DDA compliance within public spaces nowadays is mandatory and it is recommended 2.5 metre wide paths are provided within the gardens. This allows for oncoming prams, wheelchairs, gophers or walking frames to pass one another without the need to deviate from the pathway. There is merit in the provision of wider paths in terms of historical context as pathways within 19<sup>th</sup> century gardens were generally 3-5 metres in width. Consider the provision of a brick border to main the north – south axis asphalt path and around the Queen Victoria Jubilee Monument.

**9. Provide at least two irrigated grassed areas within the gardens close to paths, rotunda/ shelter and shade trees, to improve the visual presentation of the gardens and allow people to enjoy a green space.**

The gardens have an existing irrigation system to which council has recently tested and it appears issues have been with the solenoid valves and controller, rather than spray heads and pipework. During council's consultation with the local community there was strong support for the establishment of greener spaces within the gardens which is linked with the key value that locals placed on the gardens as a place to relax, socialise and play. Providing several green grassed areas will improve the visual presentation of the gardens. The irrigated grassed areas coincide with the key people congregating space. The irrigated areas need to be associated with key spaces and corridors of activity and planting within the gardens.

Refer to the Sands de Vos Heritage Review, Recommendations – Views, Vistas and Visual Connections.

**10. As reference to the former perimeter fencing of the gardens, plant low shrubs and perennials at corner points and midway points.**

There was community support during the 2018 consultation with locals, for better definition of the gardens along all or part of its boundaries and the interface to surrounding roads. Traditionally, 19<sup>th</sup> century gardens had timber picket or metal rod fencing to boundaries and often in parts hedges. At the consultant's community meeting in April 2019, there was general community resistance to complete hedging or fencing of the gardens, one of the reasons was the restriction of motorist's sightlines at the corners. Following discussion at the consultant's meeting, it was decided a compromise could be met through the provision of perennial and low shrubs planted at corners and access midway points (paths) and their intersection to the garden's boundaries.

Refer to the Sands de Vos Heritage Review, Recommendations – Fencing and Visual Connections.

**11. Provide additional seats throughout the gardens in conjunction with new and existing canopy trees for shade.**

There are several existing picnic shelter/rotundas and several seats within the gardens, however additional seating associated with both existing and proposed canopy trees would be commensurate with the intended increase in patronage of the gardens as a community recreation resource and destination place for visitors.

**12. Provide additional picnic facilities at key people gathering locations and ensure DDA access compliance.**

The intended improvements to the gardens such as a destination playspace, gold mining interpretation, provision of updated sports courts, greater recognition of heritage values and the provision of irrigated grassed areas, allows for greater visitation and

intensified use. The gardens have the potential for locals to host family and friends' groups functions and cater for the enjoyment of visitors passing through Dunolly.

**13. Provide barbecue facilities with shelters for shade and weather protection.**

There is a barbeque unit within each of two existing shelters within the gardens. As patronage of the gardens increases over time, there may be need for the provision of additional barbeque units and associated shelters.

**14. Provide drinking fountains, bicycle racks and additional litter bins, at people gathering locations.**

With the intended increase patronage of the gardens there is certainly the need to have two drinking fountains and bicycle racks close to the playspace, and the two sports courts.

**15. Install one of the four recently created ceramic artworks to the Barkly Street frontage close to the new avenue of trees. The other artworks will be located on a journey from Broadway.**

There was mixed community response to the provision of up to four of the recently made ceramic tile artworks in which 400 locals had contributed ideas towards the themes of the four pieces of artwork. During the recent consultation process, some community members thought the artwork was too contemporary for the gardens, others were enthusiastic to have all or some of the ceramic artworks within the gardens. On balance, artwork could be linked to Broadway and along Thompson Street then into the gardens. There is potential to connect the garden with Broadway through an old right of way (R.O.W) (subject to land ownership) between the Old Coach Building and No.84 'Thrifty on Broadway' shop. There is a direct axis line from Broadway

across the gardens along Burke Street to the Masonic Lodge (former courthouse). Consideration should be given to the journey along the R.O.W across Barkly Street and the gardens as an art trail that may involve additional pieces of artwork by locals and the primary school.

**16. Install mining heritage elements in the area of the existing skate park (to be removed.) Provide a roofed shelter over the mining heritage elements.**

At the meeting in April 2019 with the consultants, Dunolly's gold mining heritage was raised as an important historic aspect of the township that should be recognised and celebrated. With the removal of the skatepark, the gold mining heritage by means of a poppet head and gold panning could be created through sculpture and other elements such as sluicing, living conditions and coach transport could be depicted through interpretive signage. Parts of the display should be roofed for shelter from sun and rain. It is intended that interpretive signage would focus on the history of the gardens with the aid of photographs (several already sourced by the consultant team) and include interpretive information on the mining history and art and craft movement in the township.

The steel ramps of the skatepark are noisy and the edges can be a hazard to riders and were not favourable among some of the school children present at the community consultation session. The proposed basketball court can double up as a larger flat surface for skating / riding.

The 1986 Bet Bet Conservation Study outlines the growth of Dunolly as a direct consequence of the 1856 gold rush and the current significance.



The town of Dunolly grew around the site of the Old Lead rush from the middle of 1856. The town of Dunolly grew as an administrative centre for the gold fields of central Victoria. The civic and religious buildings within the defined area reflect this expectation of continued growth. The broad expanse of Broadway also indicates the expected future role of the town. Dunolly prospered as a centre for mining, but for the rest of the nineteenth century it gradually lost people, buildings and political and economic prominence.

The significance of Dunolly lies in

1. The range of buildings which represent the immediate post-alluvial rush period.
2. The street plantings, dimensions and major commercial structures along Broadway. This street where it passes through the Area of Special Significance retains a special period character, largely created by the verandahs of shops, the larger hotels and the period features of shop fronts.
3. Some of the remaining post-gold rush buildings erected as private dwellings.

**17. Consider additional community art within the gardens, including sculpture and appropriate artwork or murals canopy/ screening to the bowls club's east wall.**

Linked with the four ceramic tile artwork pieces recently commissioned through Deborah Halpin, there would be the opportunity to install other commissioned artwork, including within Broadway, the main street. Several immediate opportunities present themselves for commissioned artwork by preferably local/regional artisans to prepare murals/screens green walls to areas such as the east wall of the bowls club rooms, the bowls club's maintenance shed, and the three water tanks to the north west corner of the bowls club. The murals or screens should be subtle in their presentation, so as not to detract from the character and heritage's values of the gardens.

**18. Provide an additional dog poo bag station and restrict access. Officially the garden is a dog-on-lead park.**

It is expected in open space areas dog poo bags are available. The gardens currently have two dispensers.

**19. Extend the pool opening hours on hot evenings to 8 or 9pm and provide lighting to the swimming pool. Consider the pool opening for adults during the day.**

During council's community consultation program there was strong support for the swimming pool hours to be extended until 8-9 p.m. At the consultant team meeting in April 2019 there was support for increased opening hours of the swimming pool during the day. This is likely to be subject to council funding and availability of personnel.

**20. Find a use for the tennis club house, possibly community use. Half is currently a shelter and should contain a drop-in centre for specific activities. If no useful purpose is found, consider removal.**

The existing weatherboard tennis club room is half a shelter with perimeter seating within the shelter space. There was mixed reaction to retention or removal at the consultant team meeting. The tennis club was part of the early development of the gardens as a public reserve and developing sporting use. The club house contributes to the changing nature of the space and should be retained and an appropriate use found. The building, which is approximately 15 metres x 4 metres could be a part shelter for people using the basketball court and the tennis court. The remaining closed section could be used as a meeting room for community-based organisations. If no useful purpose is found, consider removal.

**21. Re-commission the Queen Victoria Jubilee Monument as a working fountain.**

This is outlined in the conservation studies and would be a good outcome for the historic significance of the gardens. Some investigation and research would be required to ensure this was undertaken in a suitable manner.

The gardens have a heritage overlay and the Queen Victoria Jubilee Monument is one of the few heritage elements that remain and the location is pivotal in the connection and vista along Burke Street to the Masonic Lodge (former courthouse). The recommissioning of the fountain will assist in the memorial providing a focal point for the green spine.

**22. Provide shade trees and shade sails within the pool's grassed areas. Provide additional seating to the pool and grassed mounding.**

In discussion with some of the Dunolly Primary School students, the students indicated the need for improvement to the swimming pool's amenity and surrounds. This should be done by the provision of several shade sails to the grassed areas, in conjunction with additional seating and improvements to the concourse apron around the pool.

Consideration will need to be given to the visual bulk of the shade sails and how this can work in with the associated connections with the adjacent areas as well as the views and vistas. Also refer Sands de Vos Heritage Review Report and surrounding significant historic places.

**23. Make the pool gate at the north east corner of the swimming pool more prominent by providing feature artwork.**

The existing pool gate to the north east corner of the pool complex could become a feature for artwork.

**24. Provide disabled car parking north east of the bowls club near the area of the three existing water tanks.**

There was strong support to provide wheelchair, gopher and walking frame access to the bowls club. The disabled car parks in this location supports improved accessibility to the bowls club. Sands de Vos advised:

It would create less impact on the significance of the site if this could be located outside the perimeter of the gardens and directly adjacent to the required access points.

**25. Provide a forecourt area on the north east side of the Senior Citizens Centre.**

This will increase the amenity of the Senior Citizens Centre and provide a link to the proposed car park area. Refer previous points relating to the carparks by Sands de Vos.

**26. Provide a link from Broadway (between No. 84 'Thrifty on Broadway' and the Old Coach Building) to the Gordon Gardens.**

As mentioned in No. 15, there is potential to connect the garden with Broadway through an old right of way (R.O.W) (subject to land ownership) between the Old Coach Building and No.84 'Thrifty on Broadway' shop. There is a direct axis line from Broadway across the gardens along Burke Street to the Masonic Lodge (former courthouse).

**27. Reduce the existing seal of Burke Street from approximately 13 metres to 7.5 metres, creating wide nature strips to facilitate tree planting on either side.**

This will strengthen the significant axis from Broadway to Burke Street and enhance the green space within Burke Street. The view to the former courthouse, now Masonic Hall is on the axis of Burke Street.

**28. Provide a bicycle pump track in the area north east of the playspace**

A pump track contains a series of mounds (rollers) and berms in a compact course allowing the rider to roll through the track without the need to pedal. It is situated near the existing skatepark that is proposed to be removed and provides a less noisy form of active recreation for both teenagers and children.

**29. Provide four exercise stations to the south of the playspace along the proposed path.**

The exercise stations will support the health and wellbeing of the community by providing a variety of exercise opportunities in an easily accessed location. The location in close proximity to the playspace is ideal as parents / carer's may use the equipment while having surveillance over the playspace.

**30. Paint colour to structures such as gazebos, shelters, rotundas, doors to toilets to be of a consistent colour. To the band rotunda / pavilion connect a power supply.**

A consistent colour palette for the built form in the gardens would retain the overall visual integrity and unite elements. It would also provide a guide for maintenance crews to follow when repainting structures within the gardens. A power supply to the rotunda would support events in the western portion of the gardens.

**31. Ceramic artwork should be a consideration on Market Street near the courthouse. Artisans in the community should have a say in the selection of the ceramic artworks for the gardens.**

The artisans involved in facilitating the ceramic artworks should be involved in the placement and installation of the artworks. The provision of one of the ceramic artworks outside of the courthouse on Market Street will assist in the integration of the

ceramic artwork piece(s) in the gardens and strengthen the association of art within the immediate township zone.

# Appendix 1

## Gordon Gardens Heritage Review

Prepared by Sands de Vos Heritage Architects May 2019

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## Appendix

1. Central Goldfields Shire Council, *Gordon Gardens Conservation Management Plan*, Sept 1998
2. Bet Bet Shire, Conservation Study: Volume Two, 1986
3. Central Goldfields Planning Scheme, Clause 21.10 Heritage
4. Central Goldfields Planning Scheme, Clause 22.03 Heritage

## 1. Introduction

This report has been prepared to accompany the Gordon Gardens, Dunolly, Master Plan, prepared by Michael Smith and Associates Landscape Architects, for the Central Goldfields Shire Council, to guide Council's future work which may include planting and development of the Gardens.

The content of this report is mainly to do with the cultural significance of the Gardens and the recommendations relating to the impacts and design suggestions to provide a historically appropriate and sympathetic outcome.

## 2. The Site

The Gardens are located to the east of Broadway, the main street of Dunolly. The subject site originally served to separate the Commercial Precinct to the west and the Government Precinct to the east, as well as the Hospital Reserve to the north and Church Reserve to the south<sup>1</sup>. The subject site has a north-west to south-east axis (north-south for the purpose of this report) and is bordered by Bull Street to the north, Market Street to east, Thompson Street to the south and Barkly Street to the west. Several heritage buildings back onto the subject site from Broadway as well as several significant buildings located to the surround streets that front the Gardens.

The *Central Goldfields Shire Council Preliminary Conservation Plan* dated September 1998 describes the Gordon Gardens as follows...

*Gordon Gardens is a Crown Reserve of 2.1 hectares, managed by the Central Goldfields Shire Council as the Committee of Management. Its approved use is for public parks and gardens, including bowls, tennis, swimming, children's play and social club. Car parking on the reserve is not an approved use. The western corner of the reserve is not included (it was excised for a preexisting Fire Brigade Station in 1947) An NRE inspection in 1996 reported that the reserve was 'well-maintained'.<sup>2</sup>*

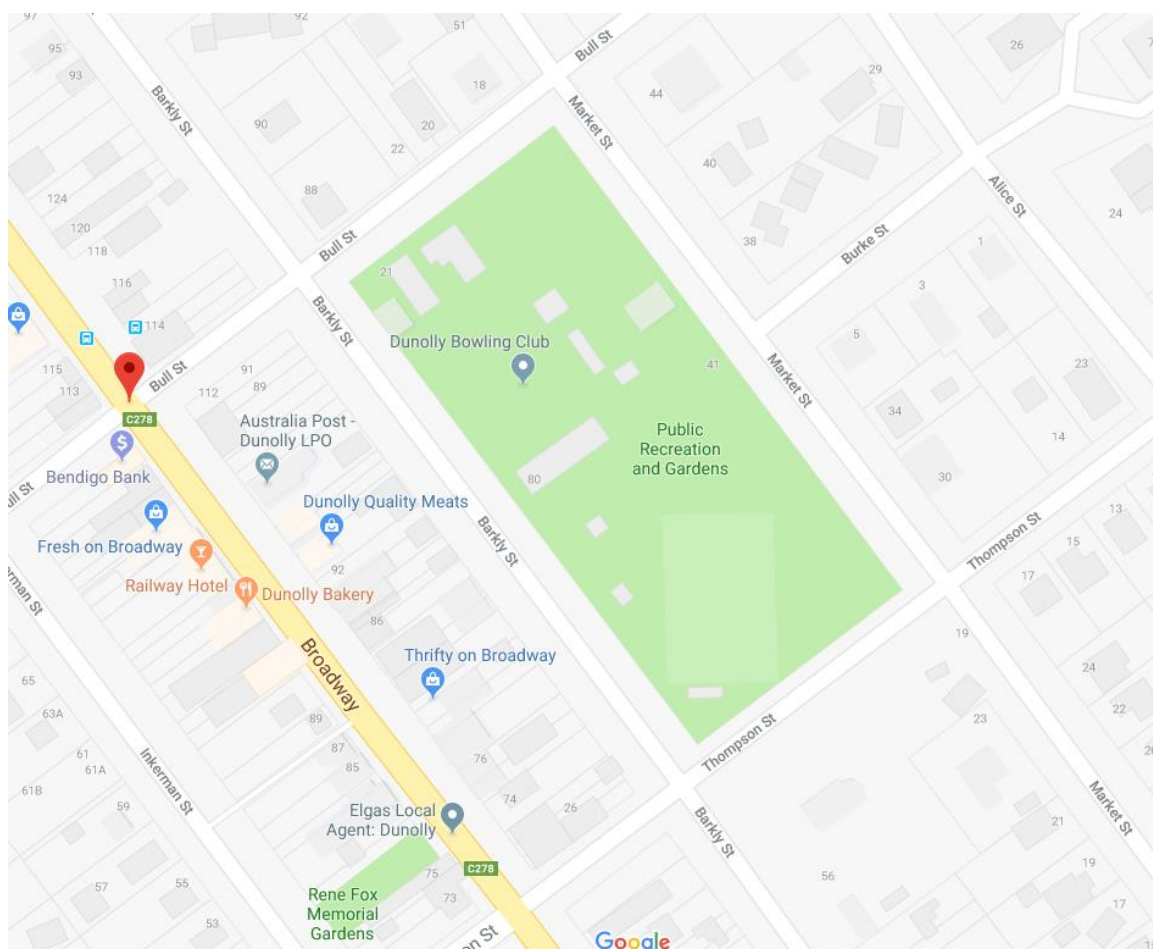


Figure 1: Gordon Gardens locality plan, Google Maps, taken 18/4/2019

<sup>1</sup> Bet Bet Shire, *Conservation Study: Volume Two*, 1986, pp. 14

<sup>2</sup> Central Goldfields Shire Council, *Gordon Gardens Preliminary Conservation Management Plan*, Dunolly, Sept 1998, pp 6

### 3. Brief History

The Gordon Gardens, formally known as The Market Reserve, came into being in 1867, it was later confirmed for use as Public Gardens in 1883 by the then Borough of Dunolly

This extract has been taken from the *Central Goldfields Shire Council Preliminary Conservation Plan* dated 1998...

*The area of land now known as Gordon Gardens was originally planned as a MARKET RESERVE, a bisecting road (of 150 links. Note 100 links = 1 chain = 66 ft. = 20.12 metres) dividing the area into two equal squares with side of approximately 450 links (see plan 2 Appendix 3). Improvements included a shed 60ft x 40ftW(aligned north-south), a weighbridge and possibly fencing. Market Square was often the focus of community celebrations and concerts.*

*By 1867, preparations for tree planting 'on three sides' were under way, and trees were supplied by Meuller.*

*In 1883, the function of the reserve was changed to PUBLIC GARDENS and the central road reserve revoked. Presumably, by this time, the boundary trees were starting to impact and the market function had been abandoned. The gardens were probably named in memory of the British General Gordon, c. 1886.*

*A major feature of the gardens, the Queen Victoria Jubilee monument, was placed in the centre of the Gardens c. 1887. It seems likely that a simple geometric path layout, as known from a plan c1947 was constructed at this time.*

*Apart from the path layout, the central monument, boundary trees and fences, there is no record of other features, which probably signaled 'available empty space', as incremental development of*

*the gardens had commenced by 1897 with construction of tennis courts (and pavilion???)*

*Various other developments for the open space were proposed and opposed, including a new school (1911, the idea abandoned 1919), RSL Hall (1958), new Council Chamber and Offices (1968) and Elderly Persons Units (1969).*

*However, incremental development of the Gardens did occur over time, without regard for the intrinsic value of the open space, viz. The Fire Brigade Station (date unknown), children's playground c.1941, bowling green c.1946 and clubrooms c.1947, a swimming pool c.1956, modern conveniences c.1956 and Senior Citizens' Club (date unknown)*

*In addition, although the Pine Plantation and 'other ornamental trees had been planted, the existing 'occupations' prompted a re-evaluation of the Gardens as a PUBLIC RECREATION AND PUBLIC GARDEN RESERVE, with new Regulations and appointment of Council as Committee of Management.*

*Today, (September 1998), the layout and structural planting of the Gordon Gardens are significantly disrupted, and a remnant only.*

*The current existing conditions plan (1985) shows layout and "occupations" (see plan 7 Appendix 3).*



*Refer Appendix 5 Summary Development Chronology, for details.*

*New modern toilets were established in Garden Gardens in September 1998.<sup>3</sup>*

## 4. Significance

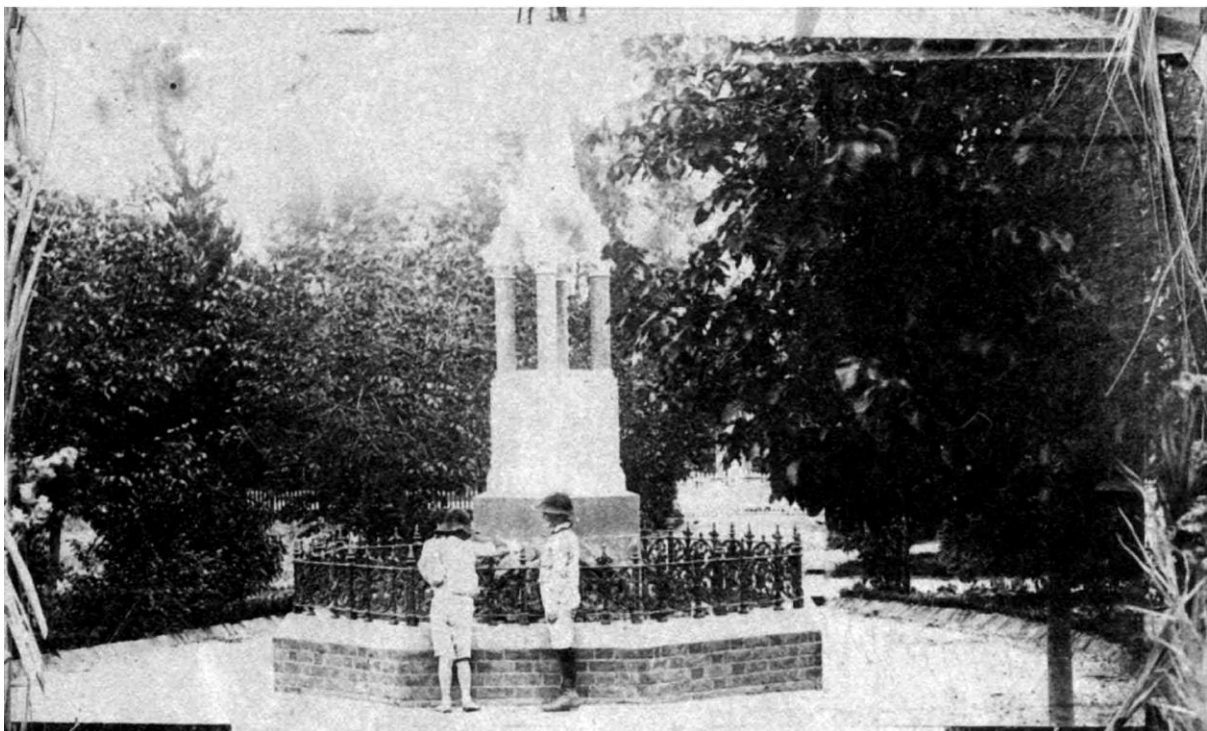
The 1982 Bet Bet Conservation Study identifies the 'Commercial and Civic Precinct' including the Gordon Gardens and historic buildings, dating back to 1856, as **SIGNIFICANT**, as part of the growth as an administrative centre during the time of the gold rush.<sup>4</sup>

**The Jubilee Monument c. 1887**, also known as Queen Victoria Memorial Fountain, is the central feature of the Gardens. It demonstrates the British focus of sentiments of the time, it also marks the change from a market reserve to garden reserve.

The original perimeter planting and compacted gravel pathways around the Monument have been removed. The current base planting is a weakened treatment, lacking design integrity.

**Views** from the site to local landmarks and from off-site to the central monument are also significant.

An incremental loss of gardens to development has weakened the cultural significance and contributed the loss of paths; original layout; of structural planting; and of fencing. This has devalued the passive open space and the role of the Gardens<sup>5</sup>



*Figure 2: Queen Victoria Memorial Fountain, Gordon Gardens Dunolly, 1890s. shows the gravel path running around the perimeter with raised brick edging to the adjacent garden beds and dense planting*

<sup>3</sup> Central Goldfields Shire Council, *Gordon Gardens Preliminary Conservation Management Plan*, Dunolly, Sept 1998, pp 2

<sup>4</sup> Bet Bet Shire, *Conservation Study: Volume Two*, 1986, pp. 14

<sup>5</sup> Central Goldfields Shire Council, *Gordon Gardens Preliminary Conservation Management Plan*, Dunolly, Sept 1998, pp 6



Figure 3: Queen Victoria Memorial Fountain, Gordon Gardens Dunolly, c. 1920



Figure 4: Recent photo of the Fountain with the Bowls Clubhouse in the background, photo taken 25/01/2019

## 5. Recommendations

As part of the proposed Master Plan for The Gordon Gardens we have undertaken preliminary investigations of available material relating to the cultural significance of the Gardens and its ongoing development as a Reserve and Recreational Sports Precinct. We have prepared preliminary recommendations relating to the proposed Master Plan and the impacts on the cultural significance on the Gardens.

The 1986 *Bet Bet Conservation Study* recommended any work on the gardens be guided by the following principles:

1. Prevent Further alienation of the garden area for sporting facilities
2. Screen existing sporting and other uses (i.e. Senior Citizen's Club) with plantings consistent with nineteenth century remnants.
3. Emphasize the East-West axis which has the Municipal Memorial as its centrepiece and introduce nineteenth century planting to its central area of the Gardens.
4. Leave the unpaved pathways.<sup>6</sup>

The 1998 *Central Goldfields Shire Council Preliminary Conservation Management Plan* outlines further recommendations in Section 3.0 – Recommendations and Section 4.0 - The Concept Plan.

### 5.1 Planting

Proposed sympathetic planting should take reference from historic planting and the earlier existing trees around the site. The location of the historic trees may not be as relevant due to the changing use of the Garden from a dedicated public garden in 1883 to a public recreation area in 1949.

Some evidence of early planting can be found in the *Central Goldfields Shire Council Preliminary Conservation Management Plan* for the Gardens...

*The reserve boundary was once fenced, (see photos Appendix 2) defining it within its street context (refer Fig 8). 'Remnant trees and historic photographs provide evidence of former boundary and street tree planting. Along Barkly Street, remnant **Elms (Ulmus procera)** provide evidence of a former double row of planting, one row as street trees and a second row inside the former fence line. This is significant as shelter against the predominant direction of winter winds. In addition, there are remnant street trees on the opposite side of Barkly Street (**Elms, with Plane Trees and Kurrajongs** as later replacements). One Elm tree has survived as a street tree outside the Senior Citizens' Club in Bull Street and there are additional spaced Elms at the Wesleyan Uniting Church (Cnr. Barkly Street).*

*As there is photographic evidence of the use of **Pines (Pinus radiata)** for early structural planting, and no age assessments have been completed for the Elms, we cannot be sure which species was provided by Mueller in 1867, when the site was planted on 3 sides (see Summary Development Chronology, Appendix 5).*

*There are no remnant avenue trees in Thompson Street or Market Street, but miscellaneous species exist along the Market Street line (**Casuarina, Acacia, Cedar**) and seem to be modern plantings. Tree planting also complemented the paths layout eg. **Kurrajongs (Brachychiton populneus)**, (see photos Appendix 2) and remnant double row of **Elms** to Barkly Street, reinforcing a strong structural frame-work for the Gardens, and feature specimen trees (species unknown) were planted in the grassed areas. **Shrub beds did not feature, except perhaps in***

<sup>6</sup> Bet Bet Shire, *Conservation Study: Volume Two*, 1986, pp. 48



**the monument setting.** *There is no evidence of the early use of annuals, (but some featuring of them today around the monument, where they are an unsuitable substitute for the missing base structure).*

**A Pine (*Pinus radiata*)** plantation c. 1940s exists at the Market/Bull street corner (acting as a wind break for hot summer northerlies). **Various non-indigenous natives are planted on the eastern side.** *There is a photograph and on-site evidence of a limited plant species palette of Pines., Elms, Kurrajongs (and *Prunus spp*???) but only remnants remain. There are no remnant indigenous species or botanic collections.<sup>7</sup>*

This extract from the Conservation Management Plan provides an indication of the planting around the subject site from between the mid nineteenth century and c. 1940. The trees nominated in the Conservation Management Plan and a comparative assessment with the existing planting should guide the landscape design for the site.



Figure 5: Gathering in Gordon Gardens in 1949 showing the extent of planting within the perimeter picket fence.



Figure 6: Photo of the Bowls Clubs c.1940 looking back to Barkly Street, showing the extent of southern planting.

<sup>7</sup> Central Goldfields Shire Council, *Gordon Gardens Preliminary Conservation Management Plan*, Dunolly, Sept 1998, section 2.2, pp 3

## 5.2 Fences

The site was originally fenced around the perimeter in 1887, for the use a Market Reserve, separating it front the surrounding roads. The fence remained during the use as a public garden, but started to fall into disrepair in 1929. The fence was later removed as the use changed to an open public reserve and the developing sports precinct.

The Bet Bet Shire Conservation Study recommends that fencing to the Gardens ought to be returned to its original form – the most appropriate general design being simple wooden pickets.<sup>8</sup> However the 1998 Gordon Gardens Conservation Management Plan recommends that the boundary fencing not be reinstated and an alternative design treatment be found to define the boundary of the Gardens.

The picket fence, while appropriate for the earlier garden use, seems to be less suitable for the contemporary use of the Reserve and Sports Precinct. The recommended approach would be to re-establish these boundaries in a subtle manner with planting and defined entry points, while still maintaining transparency and easy public access. Some fencing or open gate structures would be appropriate to the primary entry points to reinforce significant axis through the Gardens.



Figure 7: Gathering in the Gardens in 1949, a simple low picket fence can be seen in the background

## 5.3 View and Vistas

The 1986 *Bet Bet Conservation Study* recommends that the rears of the significant buildings, extending from Broadway through to Barkly Street, ought to be visible from the gardens and should be considered as part of any planning for conservation.<sup>9</sup>

The 1998 *Preliminary Conservation Management Plan* notes several views and vistas the are important when considering the orientation, these include...

- views west to the mountains
- views to heritage buildings surrounding the reserve
- views to Post Office tower
- views from off-site to central monument<sup>10</sup>

It is our recommendaiton that a visual connection with the fronts of the significant Victorian buildings located to Bull, Market and Thompson Streets should be considered as part of the Master Plan. Views

<sup>8</sup> Bet Bet, *Conservation Study: Volume 2*, 1986, pp. 49

<sup>9</sup> Bet Bet, *Conservation Study: Volume 2*, 1986, pp. 49

<sup>10</sup> Central Goldfields Shire Council, *Gordon Gardens Preliminary Conservation Management Plan*, Dunolly, Sept 1998, section 2.6, pp 5

through the buildings along Barkly Street through to Broadway and the associated connections to the north-south axis of the Gardens are also important.

However, we do not agree that the rear of the building of buildings to Barkly Street need to maintain a visual connection with the Gardens. Victorian Building were generally not designed to be viewed from the rear.

#### **5.4 Pathways**

The 1986 *Bet Bet Conservation Study* recommends that pathways and road surfaces remain unpaved and are to be surfaced with gravel and to keep remnants and stone kerbing and extend where appropriate.<sup>11</sup>

Early photographs show a compacted gravel path of Dromana crushed rock, or similar, with what appears to be a raised brick edge forming a widening path around the Fountain, with surrounding garden beds and planting, refer Figure 2

We recommend that the principle pathways should reinforce the significant north-south axis with the Jubilee Monument to its centre. The path should have a compacted gravel surface, ideally with a brick boarder, particularly around the fountain, and surrounded by garden beds. The arrangement of path should be of a circular or elliptical form to provide a nexus for the pathways to connect directly into.

Other paths, while still gravel, may have more informal boarders. Existing concrete or bitumen paths should be removed and replaced with a suitable compacted gravel.

#### **5.5 Carparking**

With the removal of the fencing (c.1930) access to the site has become unrestricted. The existing carparking to the east of the Bowls Club seems to have occurred in an unplanned organic manner and is not an appropriate or an approved installation. The 1998 *Central Goldfield Shire Conservation Management Plan* and the 1986 *Bet Bet Shire Heritage Study* identify car parking to the site as unsuitable.

The unplanned introduction of the carparking to the Gardens is an unsuitable outcome. The location of the existing carpark to the east of the Bowls Club interrupts the important north-south axis and its connections to the surrounding precinct. The car park in its existing location adversely impacts on the significance of the site.

However, in consideration of the current use of the site as a recreational reserve and sports precinct, it is not unreasonable to consider carparking within the site. The location of the proposed carpark to the north west corner was originally planted out. The reinstatement of appropriate planting around the new carpark provides are return to this setting. The proposed carpark is a reasonable outcome and addresses the practicalities of the current use.

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<sup>11</sup> Bet Bet, *Conservation Study: Volume 2*, 1986, pp. 48 & 49

## 5.6 Significant Structures

The Jubilee Monument is a historically significant element which also contributes to the significance of the Gardens as a central axis point and feature. It is recommended that the appropriate paths and planting around the monument be reinstated. It is also recommended that some consideration be given to restoring the monument to a working fountain as well the installation of signage explaining its history and significance.

The original Tennis courts and pavilion (1897), bowls club (from c.1946) and pool complex (c.1956) form part of the developing use of the gardens and contribute to the public, recreational activities associated with the site. The significance of these buildings has not been documented in the 1998 Conservation Management Plan.

It is our view that the existing buildings show the historical development of the site and contribute to the significance of the Gardens as it has evolved over time. However, the buildings themselves are not culturally significant and may be altered in a sympathetic manner to suit the appropriate use and cultural significance of the gardens.

## Gordon Gardens Dunolly

PRELIMINARY FOR DISCUSSION ONLY  
CENTRAL GOLDFIELDS SHIRE COUNCIL  
OPEN Space Planing  
NO. 3; GORDON GARDENS  
Dunolly.  
September 1998.

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1. The Brief

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### ACKNOWLEDGMENTS



## **1.0 INTRODUCTION**

This report is one of a series which provides guidelines for the conservation of cultural significance and sensitive future development in the major reserves, parks and gardens of the Central Goldfields Shire. The Brief for this work is attached as Appendix 1.

The process has included limited research and community consultation.

The results are now made available for additional comments by the community.

The Central Goldfields Shire was constituted on 18th January 1995, by amalgamation of the City of Maryborough, the Shire of Tullaroop, the Talbot District of the Shire of Talbot and Clunes (*Clunes is Hepburn Shire*) and the Dunolly and Bealiba districts of the Shire of Bet Bet. It has a population of approximately 15,000 people.

### **1.1. Land Status**

Gordon Gardens is a Crown Reserve of 2.1 hectares, managed by the Central Goldfields Shire Council as the COMMITTEE OF MANAGEMENT.

Its approved use is for public parks and gardens, including bowls, tennis, swimming, children's play and social club.

Car parking on the reserve is not an approved use.

The western corner of the reserve is not included (it was excised for a preexisting Fire Brigade Station in 1947)

An NRE inspection in 1996 reported that the reserve was 'well-maintained'.

### **1.2 History of Development**

The area of land now known as Gordon Gardens was originally planned as a MARKET RESERVE, a bisecting road (of 150 links. Note 100 links = 1 chain = 66 ft. = 20.12 metres) dividing the area into two equal squares with side of approximately 450 links (see plan 2 Appendix 3). Improvements included a shed 60ft x 40ftW(aligned north-south), a weighbridge and possibly fencing. Market Square was often the focus of community celebrations and concerts.

By 1867, preparations for tree planting 'on three sides' were under way, and trees were supplied by Mueller.

In 1883, the function of the reserve was changed to PUBLIC GARDENS and the central road reserve revoked. Presumably, by this time, the boundary trees were starting to impact and the market function had been abandoned. The gardens were probably named in memory of the British General Gordon, c. 1886.

A major feature of the gardens, the Queen Victoria Jubilee monument, was placed in the centre of the Gardens c. 1887. It seems likely that a simple geometric path layout, as known from a plan c1947 was constructed at this time.

Apart from the path layout, the central monument, boundary trees and fences, there is no record of other features, which probably signalled 'available empty space', as incremental development of the gardens had commenced by 1897 with construction of tennis courts (and pavilion???)

Various other developments for the open space were proposed and opposed, including a new school (1911, the idea abandoned 1919), RSL Hall (1958), new Council Chamber and Offices (1968) and Elderly Persons Units (1969).

However, incremental development of the Gardens did occur over time, without regard for the intrinsic value of the open space, viz. The Fire Brigade Station (date unknown), children's

## Gordon Gardens Dunolly

playground c.1941, bowling green c.1946 and clubrooms c.1947, a swimming pool c.1956, modern conveniences c.1956 and Senior Citizens' Club (date unknown)

In addition, although the Pine Plantation and 'other ornamental trees had been planted, the existing 'occupations' prompted a re-evaluation of the Gardens as a PUBLIC RECREATION AND PUBLIC GARDEN RESERVE, with new Regulations and appointment of Council as Committee of Management.

Today, (September 1998), the layout and structural planting of the Gordon Gardens are significantly disrupted, and a remnant only.

The current existing conditions plan (1985) shows layout and 'occupations' (see plan 7 Appendix 3).

Refer Appendix 5 Summary Development Chronology, for details.

New modern toilets were established in Garden Gardens in September 1998.

### **2.0 ANALYSIS**

In this section, the available research data, including plans, photographs, reserve file notes, early newspaper reports and oral history, is analysed and compared with existing conditions, to establish the essence of CULTURAL HERITAGE SIGNIFICANCE and resulting IMPLICATIONS for future development of the reserve.

#### **2.1 Gardens Layout;**

As the Gardens were developed on the site of an earlier market reserve, the layout probably accepted the levels and planting which existed, with a gentle westerly fall across the naturally flat site. Although no early layout plan has been found, a file plan c. 1947 (see plan 5 Appendix 3 ) shows a central focus on the 1887 monument with cross paths continuing to building lines (note original paths probably modified by 1947 by 'occupations' on site) and a central plan aligning with Burke Street.

The paths are shown in early photographs as compacted (local) gravel. Edges are generally not defined by another material, except in the monument setting (see photos Appendix 2).

Today (Sept 1998), the strong simple path layout, the central focus and monument setting have been lost and only the north-south path appears to follow a former alignment, although its surface has been concreted. There is no opportunity to restore the original path layout, which has been cut off by the swimming pool and bowling green.

#### **2.2. Planting;**

The history of the development and planting of the Gordon Gardens is far more complex than indicated in the Street Tree Strategy.

The reserve boundary was once fenced, (see photos Appendix 2) defining it within its street context. 'Remnant trees and historic photographs provide evidence of former boundary and street tree planting. Along Barkly Street, remnant Elms (*Ulmus procera*) provide evidence of a former double row of planting, one row as street trees and a second row inside the former fence line. This is significant as shelter against the predominant direction of winter winds. In addition, there are remnant street trees on the opposite side of Barkly Street (Elms, with Plane Trees and Kurrajongs as later replacements). One Elm tree has survived as a street tree outside the Senior Citizens' Club in Bull Street and there are additional spaced Elms at the Wesleyan Uniting Church (Cnr. Barkly Street).

## **2.2 Planting;**

As there is photographic evidence of the use of Pines (*Pinus radiata*) for early structural planting, and no age assessments have been completed for the Elms, we cannot be sure which species was provided by Mueller in 1867, when the site was planted on 3 sides (see Summary Development Chronology, Appendix 5).

There are no remnant avenue trees in Thompson Street or Market Street, but miscellaneous species exist along the Market Street line (*Casuarina*, *Acacia*, *Cedar*) and seem to be modern plantings. Tree planting also complemented the paths layout eg. Kurrajongs (*Brachychiton populneus*), (see photos Appendix 2) and remnant double row of Elms to Barkly Street, reinforcing a strong structural frame-work for the Gardens, and feature specimen trees (species unknown) were planted in the grassed areas. Shrub beds did not feature, except perhaps in the monument setting. There is no evidence of the early use of annuals, (but some featuring of them today around the monument, where they are an unsuitable substitute for the missing base structure).

A Pine (*Pinus radiata*) plantation c. 1940s exists at the Market/Bull street corner (acting as a wind break for hot summer northerlies). Various non-indigenous natives are planted on the eastern side. There is a photograph and on-site evidence of a limited plant species palette of Pines., Elms, Kurrajongs (and *Prunus* spp???) but only remnants remain. There are no remnant indigenous species or botanic collections.

## **2.3 Site Boundaries;**

The site was first fenced as a market c. 1865. A timber picket boundary fence, (see photo 2 Appendix 2), may have been constructed c.1887. It was in need of repairs by 1929. Today (28/10/1998), the land between the reserve boundary and the surrounding roads presents a continuum of the lawns of the reserve (with no footpaths), and an impression that the reserve continues to the roads. The western side of the Gardens has largely been occupied by recreational facilities.

## **2.4 Entrances;**

Timber picket gates were installed where the paths met the fences (see plan 5 Appendix 3 and photo 3 Appendix 2). Today (28/10/1998), there are no fences or gates, and access including car parking is largely unrestricted.

## **2.5 Structures/Features;**

### **Extant 19th Century Weighbridge c. 1863**

significance unknown

### **The Jubilee Monument c. 1887**

central feature in the Gardens, demonstrates the British focus of sentiments of the time, also marks the change from market reserve to garden reserve.

- historically and culturally significant
- missing base structure (octagonal brick wall, decorative iron fence and pond)

The current base planting is a weakened treatment, lacking design integrity.

### **Tennis pavilion & courts (from 1897)**

- part pavilion appears to be original, courts modern construction.
- current usage unknown.
- significance of pavilion unknown

Extant modern: post WWII

Gordon Gardens Dunolly

**Bowling greens, clubhouse & sheds (from c. 1946)**

- significance unknown

Picnic tables/shelter/BBQ:

- do not contribute significance

Treated pine log barriers:

- do not contribute significance

Seats:

- do not contribute significance

Netball courts:

- do not contribute significance

Signs:

- do not contribute significance

Band Rotunda (kit construction):

- does not contribute significance

Play Equipment:

- does not contribute significance

Fire Brigade:

- (land excised)

Senior Citizens Clubrooms:

- does not contribute significance

Swimming Pool/buildings/kiosk c. 1956:

- significance unknown

Toilet Block c.1956:

- does not contribute significance

Market Shed Missing (known):

(60ft. x 40ft. with 16ft. walls and iron roof, stood on north/south alignment at centre of Market Square)

Lighting:

-a standard light is known (see photo 4 Appendix 2)

**2.6 Views and Vistas:**

Several views and vistas are important for orientation

- views west to the mountains
- views to heritage buildings surrounding the reserve
- views to Post Office tower
- views from off-site to central monument

### **2.7 Sense of Place:**

The quality of light, the dry climate and the colour of the earth all contribute a powerful sense of place, which could be further developed in design details.

### **2.8 Miscellaneous:**

Regulations for the care, protection and management of the Gardens remain as gazetted in 1949.

### **2.9 Summary: Cultural Heritage Significance**

The central Jubilee monument is the major feature of cultural heritage significance, although its significance is compromised by the loss of base details.

Views from the site to local landmarks and from off-site to the central monument are also significant.

An incremental loss of Gardens to development has weakened cultural heritage significance and contributed loss of paths layout, loss of structural planting and loss of fencing. This has devalued the passive open space role of the Gardens.

### **3.0 RECOMMENDATIONS:**

The following recommendations for the future 'rejuvenation' of the Gordon Gardens are made in the context of the analysis of cultural heritage significance and the detailed analyses in the previous chapter.

- Develop a new master plan with input from local residents, to integrate existing 'occupations' into the Gardens.
- Provide a new path layout, focus views, restore a 'sense of place',
- Provide new shade trees and windbreaks
- Define the boundary and generally enhance the passive recreation values of the Gordon Gardens for pleasure, play and celebration. (Note that a detailed existing conditions plan with contours/ground levels is required for master planning).
- Conserve cultural heritage significance by restoring the Jubilee Monument and its former base details (or alternatively, restore base details to allow access to the pond) in conjunction with a new master plan.
- assess the existing tennis pavilion, bowls clubrooms and pool complex (etc???) for cultural heritage significance with a view to future restoration works. (Note Conservation Architect required). (Do not allow continued incremental development)
- Assess the ages of existing Elm trees (to inform assessment of cultural heritage significance)
- Provide disabled access into Gardens (in conjunction with a new master plan)
- Establish a direct walking link between the Gordon Gardens and Broadway (with appropriate directional signage)
- Remove all car parking from the site (not an approved use for the reserve)
- Preserve view lines to historic buildings fronting the reserve, to the mountain setting, to the Post Office tower and to the central Jubilee monument (do not allow planting or buildings to obscure vistas)
- Place all power lines underground.
- Redefine the Gardens boundary (do not replace fencing – design an alternative treatment)
- Replant Elm trees along boundaries as street trees on bounding streets (follow existing tree spacings)
- Plant additional (new theme) trees for summer shade.
- Retain the pine plantation for its windbreak function.
- Provide additional seating and compacted gravel/stone areas for intensive use.

## Gordon Gardens Dunolly

- Irrigate lawn areas.
- Review the 1949 Regulations.

### **4.0 The Concept Plan:**

The Gordon Gardens is in need of a new master plan beyond the scope of this Brief, to provide an order to incremental development and maximise the opportunities which the site presents. This concept plan provides guidelines only and is based on an inadequate base plan, with no reference to site levels.

Main features of the concept are:

- New boundary planting and shade planting
- Monument restoration.
- New entrances including disabled access.
- New layout with central axis.
- Additional seats and picnic facilities.

Gordon Gardens Dunolly Conservation Plan  
Summary Development Chronology  
Gordon Gardens Dunolly formerly Market Square Dunolly.

This was compiled in 1998 subsequent to advertisements in the Welcome record 12-6-1998.

1863

Market Square submerged by heavy or consistent rain.

Celebration of the Marriage of the Prince of Wales with the Princess Alexandra of Denmark, including procession from Market Square 16th May, an ox roasted whole in Market Square. Two English Oak trees planted in Town Hall reserve.

Cows wandering around Market Square, frightening children, lowering their horns at adults, lying in the middle of streets.

Proposal to erect weighbridge and offices (200 pounds), market shed 60ft. x 40ft. with 16ft walls (150 pounds).

Town surveyor to prepare plans. Tenders called and received for erection of market shed with iron roof. Shed site to be centre of Market Square, to stand north and south. Site for weighbridge to be in Market Square at corner of Bull and Barkly Streets.

25/4/1864

'Market opened, not so many persons present as expected, some carts with garden produce had arrived but as hour of opening was not set, they were driven off again. Weather against it, sudden sharp showers. Those there, however, cleared out all their stock. No doubt when this news spreads it will be more successful. It is not its beginning but what will become that matters, when in 12 months the surrounding country wends its way to the market town.'

1865

Tender from Cullum and son received and accepted for rent of market and weighbridge for 6 months. (Mr Cullum offered to be dog inspector if his tender for Market accepted).

Completion of 'park fencing' (?) proposed and adopted, 'which would then bring in a revenue of 25 pounds per annum.

Queen's Birthday fireworks in Market Square 4/5/1865.

1867

Letter from Mueller, in reference to plants for Market Square and recreation reserve. Day labourer to prepare Market Square on three sides for trees.

Proposal that Cobb and Co should pay rent for leaving their coaches in the market shed.

Demonstration at Dunolly started at half past six, when Brass Band played anthem in Market Square. Procession ended at Market shed where children sang the National Anthem, three cheers for HRH, children fed, then left for recreation ground, where games commenced. Bonfire on hill behind Catholic Church. 'Fireworks were a failure as usual'.

1868

Dunolly Brass Band advertised monthly open concerts in Market Square (Saturdays at 3 pm)

Advertised program mainly dance tunes and operatic selections.

8/4/1872

4 acres 3 roods 20 perches permanently reserved for market purposes. Crown Grant.

1/11/1883

The whole of the ground held in trust under special act of Parliament No. DCCLXXI in the names of the Board of Lands and Works, the Mayor, Councillors and Burgesses of the Borough of

Dunolly, for (public) garden purposes only.

1885

General Gordon killed at Khartoum. Reserve probably named in his memory after this date.

1887

A stone monument to Queen Victoria's Jubilee, complete with fish pond and cast iron fence, was placed in the centre of Gordon Gardens Dunolly.

1897

Tennis and Basketball (???) area constructed (reference DNRE file letter signed J.J. Walsh to Lands Department 27/8/1947).

1911

Dunolly Borough Council voted to offer 3 of the 5 acres comprising the Gordon Gardens to the Education Department as a site for the new school. 147 ratepayers petitioned against this alienation. Subsequent to the transfer of the land, the Education Department declined to construct such buildings and the existing school was repaired. In 1919 the land was transferred back as part of the Public Gardens, following a request by the Borough of Dunolly.

1914 - 1918

First World War

1929

Application to the Lands Department requesting 20 pounds for renovations to Gordon Gardens 'in urgent need of repairs'. Expenditure documented as 'repairing fence, rehangng gate, trimming and lopping trees, burning off grass, picking up and carting asphalt from second tennis court in eadiness for laying new court'.

12 links wide unused and unmade road closed and added to the reserve (23/5/1929).

1931

Regulations for the care, protection and management of Gordon Gardens, Dunolly gazetted (superseded 1949).

1939 - 1945

Second World War

1941

Council agreed to charge 3 pounds per annum against Tennis Club for use of Reserve. Noted that 'rest used as children's playground'.

Note 100 links = 1 chain = 66ft. = 20.12 metres

1946

Bowling green constructed. (Reference DNRE file letter signed J.J. Walsh to Lands Department 27.8.1947).

1947

Site excised for legal occupation by Fire Brigade Station (100 links frontage to Bull Street and 140 links frontage to Barkly Street).

'A bathing pool to be constructed shortly'.

'A small plantation of Pinus insignis (now Pinus radiata), and other ornamental trees are planted on the vacant areas' (Reference DNRE file letter J.J. Walsh to Lands Department 27/8/1947). (2)



Bowling green clubrooms built ???

1949

Existing 'occupations' deemed not in keeping with reserve for public gardens, temporarily reserved for public recreation and public gardens.

Council appointed Committee of Management; new Regulations drawn up.

1953

Shire of Bet Bet local Committee of Management for the gardens.

Present improvements — tennis courts and pavilion; bowling green and clubhouse; equipped children's playground; modern public conveniences (not yet completed).

1955

Extension of bowling club and tennis club.

Bowling club granted extra area 70 feet x 40 feet for extension of its links, Tennis Club recently extended from 2 double courts to 4 double and 1 single. Neither club has own conveniences.

Increase in rent for bowling club and tennis club (each to 6 pounds).

1956

Melbourne Olympic Games

Swimming Pool completed ???

File entry 15/2/1956 notes: Existing Pine Plantation, planted by Boy Scouts — trees purchased and supplied by Progress Association (note local anecdotal evidence that Pine plantation planted by local school, c. 1940);

Existing slide and swings; Existing War Memorial (now removed to Main Street - Broadway);

Conveniences uncompleted; Excavation only completed for pool 15/2/56)

Fence pickets unmaintained.

1958

Proposal for RSL hall on site - not agreed by Lands Department.

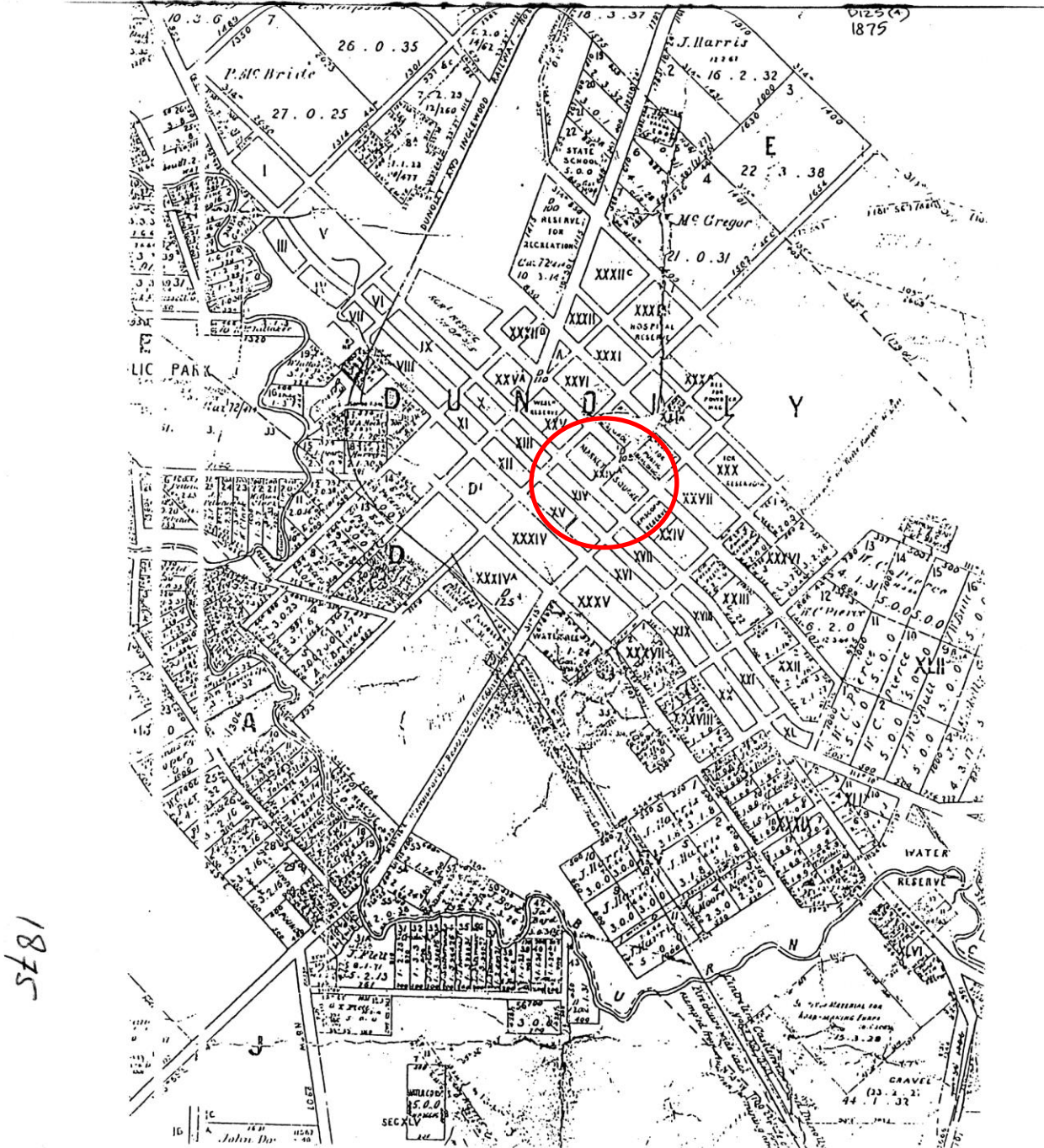
1967

Photograph on file shows several large trees in Gordon Gardens; possibly a Bunya Bunya Pine behind the Elderly Citizens Club? And a Eucalypt outside the CFA; also white safety posts.



Plan 3

(1875) shows context of Market Square, as central to the functioning community. Note also the 'Reserve for Recreation' (now Delidio Reserve), the Railway and the large Public Park west of the creek. (This map shows the Inglewood railway line which did exist until 1888, Steve Barnham)  
Reference: Plan D125(4) NRE Melbourne.



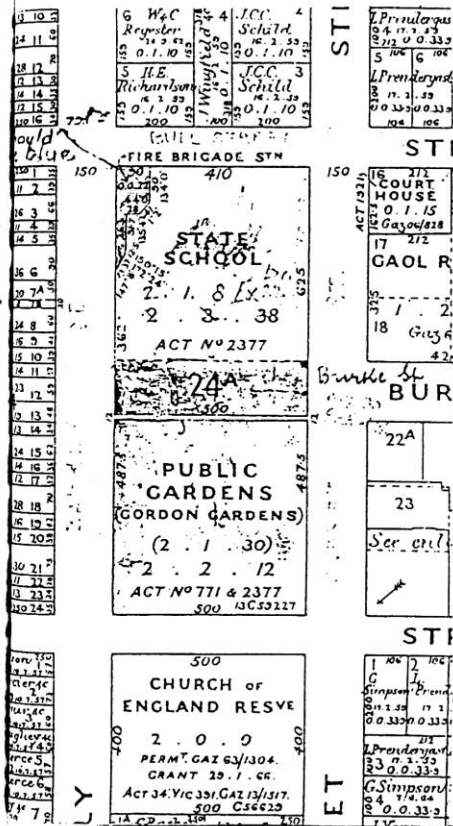
Plan 4

Shows the reduction of Gordon Gardens as proposed for occupation by a new State School. The land was transferred back as part of the Gardens in 1919. Note also site for Fire Brigade Station excised 1947 and road reserve closed.

Reference: NRE File Rs 3790.

SUMMARY.

- Area colored blue - permanent reservation.
- Area colored green - not reserved - Crown Grant held in names of Board of Land and Works and Mayor, Councillors &c. Borough of Dunolly - no limitation in grant
- Area colored red - Road closed - Crown Land. Section 4 Act 2377 but not granted to Department of Public Instruction.



*Submitted.*

*Since the Council has been asked to return Crown Grant with the view to permanent reservation of the areas colored green & red as an extension to the permanent reservation colored blue (known as Gordon Gardens.)*

*I suggest that the Council be requested to return Crown Grant with the view to permanent reservation of the areas colored green & red as an extension to the permanent reservation colored blue (known as Gordon Gardens.)*

*Letter to Crown Secy recd 27/11/28.*

*Donnelly 28/11/28*

*Land transferred back as part of Gordon Gardens in 1919.*

*Note also site for Fire Brigade Station.*

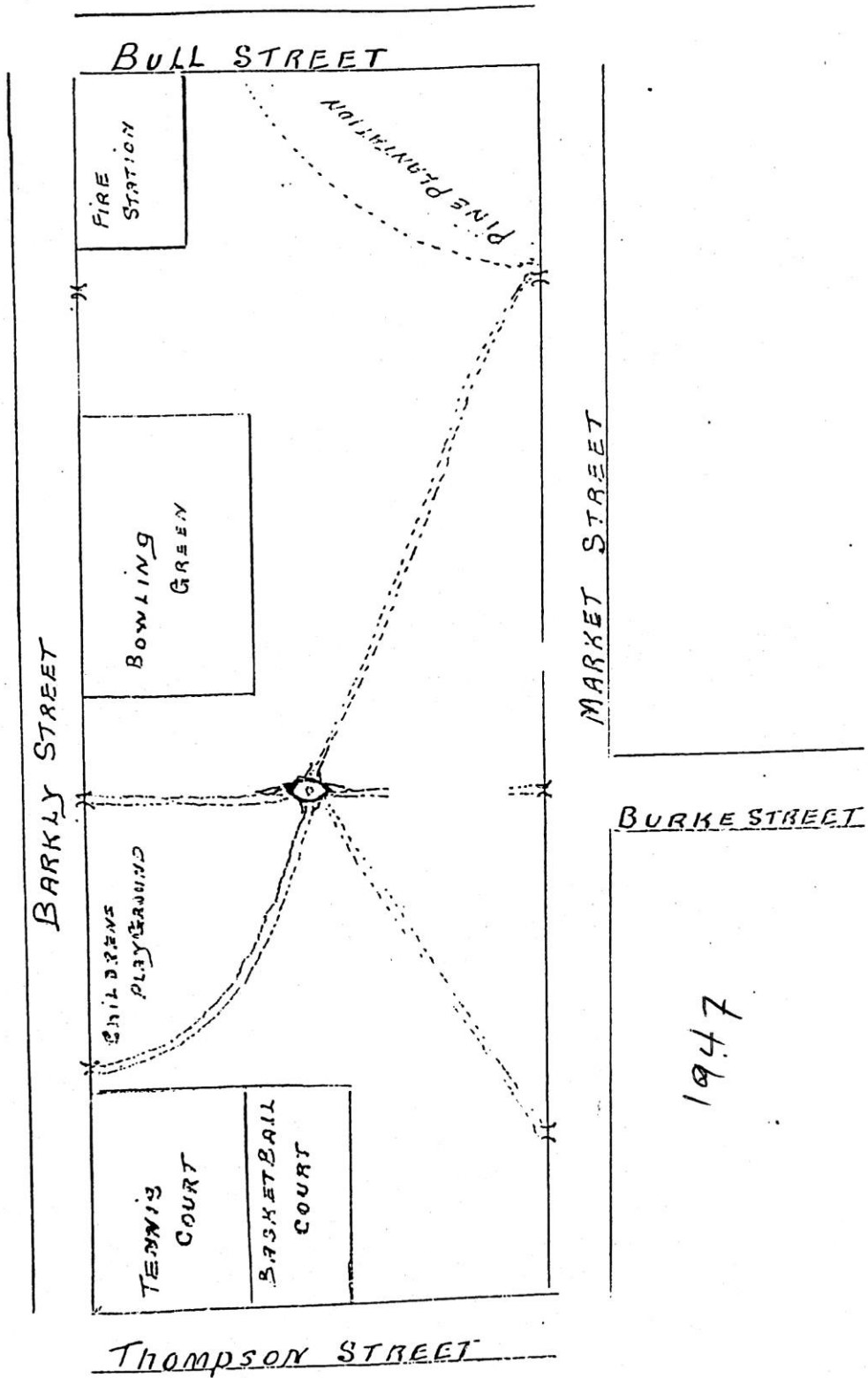
*Excised 1947.  
Road Reserve closed.*

Plan 4

Plan 5

(c.1947) shows 'occupations'. The accuracy of location of the courts is questioned.

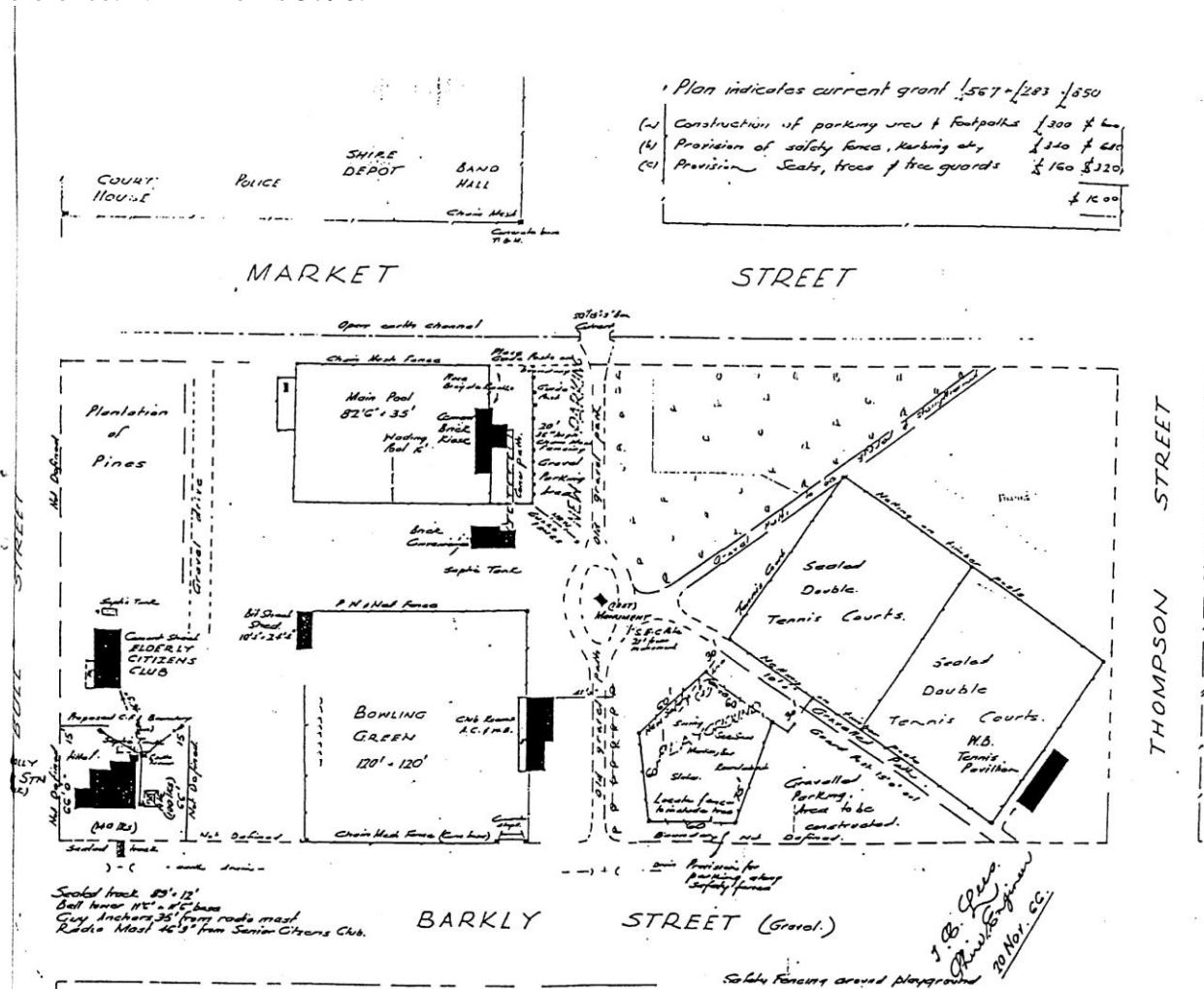
Reference: NRE File Rs 3790



Plan 6

(1966) shows details of existing and proposed development of the reserve.

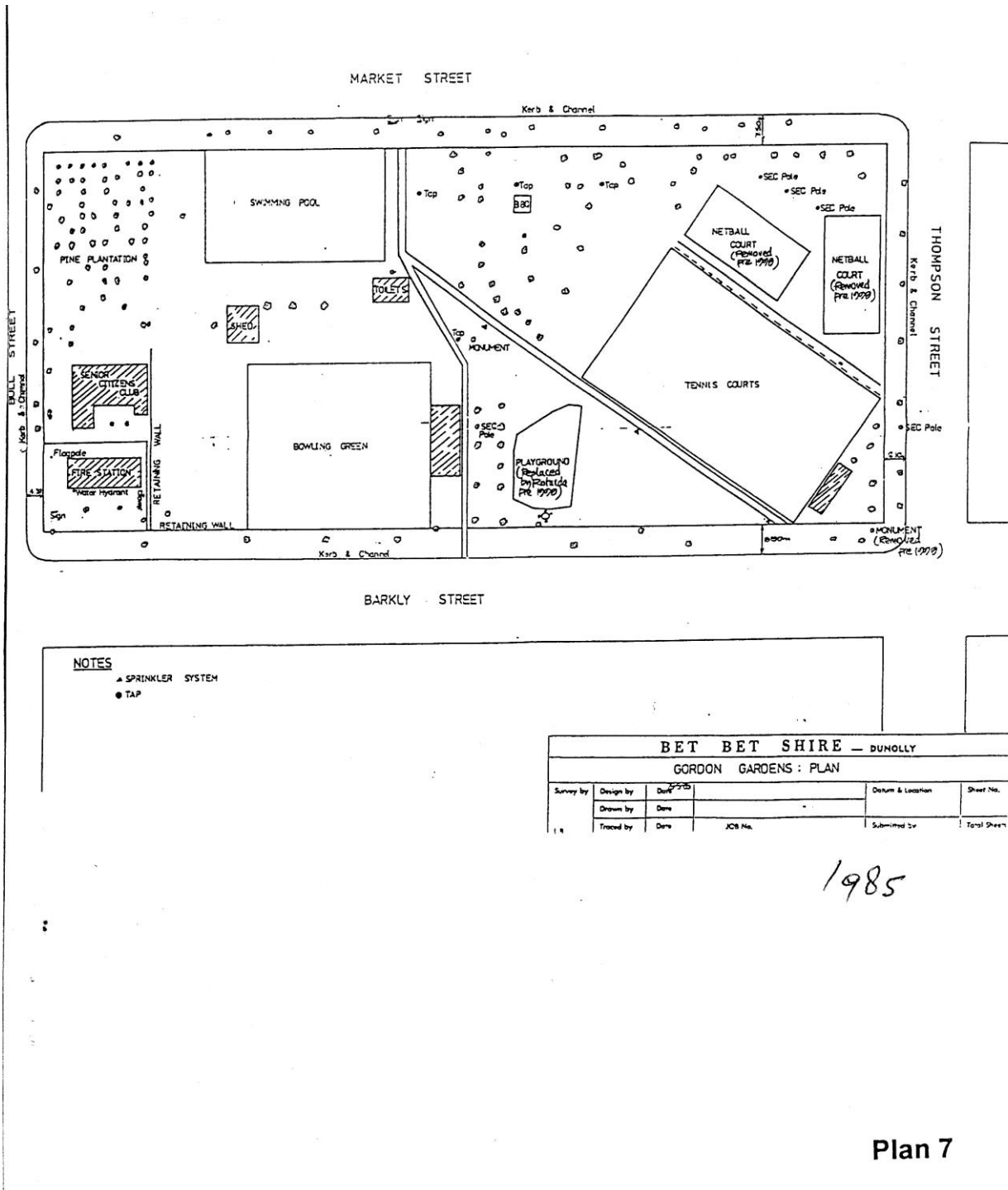
Reference: NRE File Rs 3790.



1966

Plan 6





1985

Plan 7

Plan 7

(1985) existing conditions plan as supplied to the consultant. Note major changes to path system since 1966 have destroyed design structure and incremental changes have continued without master planning of the site.

*(Note that the war memorial in Broadway in front of the Rene Fox Gardens seems to have a history of being moved from the station Dam/Caravan Park area to the corner of Barkly and Thompson then to the Broadway site. The indicated place of the monument on this map was also the site of a standpipe when reticulated water was supplied to the town. Steve Barnham 2014)*

## BET BET CONSERVATION STUDY: VOLUME TWO

AREAS OF SPECIAL SIGNIFICANCE**DUNOLLY: COMMERCIAL AND CIVIC PRECINCT (4)****LOCATION**

The proposed Area of Special Significance covers the civic and religious buildings to the east of the town and the central section of the commercial district. The North-Easternmost point of this area is formed by the hospital reserve. The boundary then follows the North-eastern side of Havelock St. in a Southerly direction to the intersection of Havelock and Burke Streets. It includes 3-4 of Sec. 29 and runs South-west, parallel to Burke Street, then North West, along Alice Street to the junction with Bull St. Including Sand 6 of sec. 31, the boundary runs south-west, taking in 5-8 of 26. The boundary crosses Market St. turning North-West along Market Street. It then runs South-West along tweedale Street, crossing Broadway to Inkerman St. It runs South-West along Inkerman Street to the junction with Thompson Street. It then runs North-West to the Church Reaserve in Barkly Street. the boundary includes the Church Reserve and continues to Alice Street and runs North-East along Burke Street passing to the rear of 5/30 A.

**SIGNIFICANCE**

The town of Dunolly grew around the site of the Old Lead rush from the middle of 1856. The town of Dunolly grew as an administrative centre for the gold fields of central Victoria. The civic and religious buildings within the defined area reflect this expectation of continued growth. the broad expanse of Broadway also indicates the expected future role of the town. Dunolly prospered as a centre for mining, but for the rest of thenineteenth century it gradually lost people, buildings and political and economic prominence.

The significance of Dunolly lies in

1. The range of buildings which represent the immediate post-alluvial rush period.
2. The street plantings, dimensions and major commercial structures along Broadway. This street where it passes through the Area of Special Significance retains a special period character, largely created by the verandahs of shops, the larger hotels and the period features of shop fronts.
3. Some of the remaining post-gold rush buildings erected as private dwellings.



## BET BET CONSERVATION STUDY: VOLUME TWO

**SPECIFIC CONSIDERATIONS**

Each of the proposed conservation zones or areas of special significance within the Shire pose special problems for conservation. The following guidelines refer to specific areas

**1. DUNOLLY**

The area recommended for zone controls includes the major public buildings of the town grouped around Market Square and the commercial shopping strip along Broadway. The following principle ought to apply

a. Market Square

Most of the original lay-out of the gardens has disappeared although some of the imported trees on the Western boundary date back to the early twentieth century and the memorial to the creation of the Dunolly municipality is still in the centre of the gardens. Work on the gardens ought to be guided by the following principles.

1. Prevent further alienation of garden area for sporting facilities.
2. Screen existing sporting and other uses (i.e. Senior Citizen's Club) with plantings consistent with nineteenth-century remnants.
3. Emphasise the East-West axis which has the Municipal Memorial as its centrepiece and introduce nineteenth-century plantings to this central area of the gardens.

**MARKET SQUARE / GORDON GARDENS**

The Gardens are at the centre of some of the principle public buildings in the town. As well they link the old government centre to the East of the square with the rear of the commercial precinct. The rear of one of the most interesting buildings in the Shire can be seen from the Market Square. Infill around this square will be central to the future character of the town. Principles governing the periphery of the Square are as follows:

1. Leave unpaved pathways and road surfaced unpaved. Surface with gravel where necessary.
2. Prevent buildings intruding between the Square and the listed buildings which face across the surrounding streets.

## BET BET CONSERVATION STUDY: VOLUME TWO

3. Keep remnants of stone kerbing and extend where possible.
4. The dominant building material of the churches and the public buildings in this area is the local red brick. This ought to be maintained as much as possible and painting ought not be permitted over unpainted brickwork.
5. Any plantings in areas facing the Market Square ought to be consistent with the plantings to be encouraged in the Square itself.
6. Fencing which faces the square ought to be returned to original form – the most appropriate general design being simple wooden pickets.
7. The rears of significant buildings extend from Broadway through to Barkly St. These are visible from Market Square. The rears of these buildings are important to the character of the town and so ought to be considered as a part of any planning for conservation. The prohibition of buildings at the rear of these properties ought to be considered.
8. In Broadway itself, any infill building ought to be kept to the existing building line and conform in facade to the general properties of adjoining buildings.
9. The principle characteristic of the streetscape are the post-supported verandahs. These wood and iron structures ought to be protected and consideration given to extending these building forms in any addition to the street.

It cannot be emphasised enough that no part of Dunolly town has remained untouched over the last one hundred years. Elements of a gold town still dominate the townscape and these dominant elements require protection from alteration, deterioration or demolition. At the same time to embark on any ambitious scheme to recreate a gold town or a nineteenth century village would ruin the charm of the town. Rather restoration ought to be piecemeal. Emphasis on protection rather than enhancement ought to be central. Any changes ought to reflect the gradual process of alteration which has occurred over the towns history and at the same time reflect the dominance of the gold town structures and lay-out. In this context, minor items like kerbing (or lack of it) plantings and street furniture and signage ought to be protected from 'improvement' or 'beautification'.

## HERITAGE

### Overview

Pastoral settlement occurred at Carisbrook in the 1840's, although gold mining, in various forms, was the initial reason for the region's development and set the land use and settlement patterns that are evident in the shire today. Gold is proudly the origin of the Shire's name.

Heritage buildings, streetscapes and places provide the Shire and its towns with their distinctive identity and image. Heritage is also the foundation of the Shire's tourism industry.

Heritage of the shire has been documented in several studies including the City of Maryborough Heritage Study (1992), Shire of Bet Bet Conservation Study (1987), Talbot and Clunes Conservation Study (1987) and the Tullaroop District Heritage Study - Stage One (1999).

Whilst there are currently 11 buildings on the State Heritage Register a further sixty-one (61) buildings, objects, historic sites, mine sites and structures are proposed for the Victorian Heritage Register. Included is a cluster of heritage buildings in the civic precinct area of Maryborough and various buildings in the townships of Talbot and Dunolly. A total of sixty-four (64) new entries are similarly proposed for the Register of National Estate (some being different sites to the State Register proposals).

### Issues

- Significant heritage streetscapes, buildings and precincts exist in Maryborough, Dunolly and Talbot.
- Maryborough Railway Station has become a heritage and tourism icon for the shire.
- Further heritage identification and subsequent protection in the planning scheme is required for buildings, streetscapes and places located in the Shire's urban centres.
- Cultural tourism in Central Goldfields is closely associated with the shire's heritage assets.
- Interpretation and awareness of the Shire's heritage would be improved by better interpretative signage and heritage brochures.
- Evidence of pastoral cultural settlement (e.g. homesteads, infrastructure) that needs to be protected.
- Deep lead mines located in proximity to former settlements are a significant part of larger cultural landscape.
- Significant aboriginal heritage sites are located in the shire (middens, scarred trees aboriginal rock wells and ceremonial site).
- Many heritage places in the Shire, which are in a ruinous condition, need to be documented to raise community awareness and attract funds for restoration works.

### Objective 1

Conserve and enhance those buildings, works, streetscapes, areas, precincts, objects, trees and sites in the Shire which are of scientific, aesthetic, architectural or historical interest or otherwise of special cultural or social value.

### Strategies

- Continue to identify and protect places of heritage, natural or cultural value.
- Promote recycling and the re-use of heritage buildings for compatible new uses.
- Promote the protection and management of Aboriginal cultural heritage sites and values.
- Utilise the Heritage Restoration Fund to assist in funding appropriate heritage restoration projects, in consultation with the Heritage Adviser.

## CENTRAL GOLDFIELDS PLANNING SCHEME

- Continue to joint fund, with the Department of Infrastructure, a Heritage Advisory Service in the Shire to assist with expert advice on a broad range of heritage matters including heritage education and promotion initiatives.

### **Objective 2**

Protect the shire's heritage from intrusive and unsympathetic development.

### **Strategies**

- Promote sympathetic design and construction in respect to new "in-fill" developments in the vicinity of listed buildings and in heritage precincts and areas.

### **Implementation**

These strategies will be implemented by:

- Include in a Heritage Overlay schedule those places listed on the Australian Heritage Commission's Register of the National Estate and classified by the National Trust of Australia (Victoria).
- Include in the Heritage Overlay schedule the recommendations of the various heritage/conservation studies undertaken within the Shire including Maryborough, Bet Bet, Talbot and Tullaroop studies.
- Use of the Aboriginal cultural resource management grid map and guidelines provided by Aboriginal Affairs Victoria as a reference document in the assessment of land use and development applications with potential to affect sites of aboriginal cultural significance.
- Use of a Heritage local policy to guide decision making in the assessment of proposed developments that have heritage value or proposed developments that have the potential to have a visual impact on adjacent heritage buildings or places
- Use of an Urban Design local policy in the assessment of development proposals to protect the heritage identity and image of urban areas in the shire.

### **Undertake further strategic work**

- Complete the Shire's heritage studies including Stage Two of Tullaroop Heritage Study.
- Pursue funding to assist in preservation and protection of heritage buildings and sites.

**HERITAGE**

This policy applies to all buildings, sites, places and landscapes identified as being of cultural heritage significance in the Shire, including those listed in the schedule to the Heritage Overlay.

**Policy Basis**

Nineteenth century heritage buildings and streetscapes are an integral element of the built form of the shire's urban settlements. Conservation, protection and maintenance of this heritage are of community, economic and cultural significance to the Shire. This policy builds on the MSS objectives in Clauses 21.10 and 21.11 relating to the conservation and enhancement of heritage places and the development of the Shire's tourist potential.

**Objectives**

- To encourage sympathetic design and construction of "in-fill" developments in the vicinity of listed buildings and heritage precincts and areas.
- To protect and enhance the cultural significance and visual character of heritage buildings, site and places.
- To protect and manage Aboriginal cultural heritage values.

**Policy****Exercising discretion**

Where a permit is required for development, it is policy to:

- Encourage new development to be sited and designed having regard to the heritage character and values of adjacent sites, buildings, places and landscapes.
- Encourage proposals for new development to demonstrate how the design of the proposed development, including building mass, scale and bulk, retains and/or enhances the heritage character and context of a locality.

**Decision guidelines**

It is policy that the responsible authority will consider as appropriate:

- The current Aboriginal heritage study document for the municipality.
- The Aboriginal cultural resource management grid map and guidelines provided by Aboriginal Affairs Victoria.
- Where applicants are proposing to develop land in areas where there is a known site or a potential Aboriginal archaeological site, a report from a suitably qualified archaeologist demonstrating that the impact of proposed developments on Aboriginal cultural heritage values has been addressed.

**Reference documents**

The following reference documents may be considered in the assessment of planning applications:

Shire of Bet Bet Conservation Study 1987.

Talbot & Clunes Conservation Study 1987.

City of Maryborough Heritage Study, 1992.

Tullaroop District Heritage Study - Stage One – 1999.

Maryborough - A Social History 1854-1904, B Osborne and T Du Borg.

Against the Odds, Maryborough 1905-1961 Maryborough; B Osborne (1995).

# Appendix 2

## Community and Stakeholder Consultation Meeting Notes

Prepared by Michael Smith and Associates – April 2019

**GORDON GARDENS, DUNOLLY MASTERPLAN**  
**COMMUNITY MEETING 7pm – 9:15pm Wednesday 3<sup>rd</sup> April 2019**  
**Dunolly Town Hall**

**Present:**

Eighteen locals

Zane Nichol: Co-ordinator Operation Open Space (CGS)

Chris Greber: Graduate Landscape Architect (MSA)

Michael Smith: Landscape Architect, Horticulturist and Urban Designer (MSA)

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MS: Welcome, thank you for your interest in attending the meeting. Introduction of the team including Zane. We conducted a stakeholder (user group) meeting this afternoon. Background community consultation in 2018 has informed our preparation of some preliminary strategies. Aims and objectives read out. Preliminary strategies read out from the preliminary plan in no particular order.

Locals' comments:

- Cluttered lost the heritage due to competing activities. There has been no understanding of heritage.
- Can the dump point be established in the gardens? Is it an appropriate space for a dump point?
- Mining history has been ignored. Dunolly is important in the goldfield history
- Many gold prospectors come to Dunolly now
- The artwork is too modern, whilst I like it, is it the right image for the gardens?
- Tourist buses need to be considered
- In a recent RACV journal, Dunolly was described as "a lovely little heritage town"
- The bowls club will strongly object to the loss of the gravel car park east of the clubrooms. Have bowlers in the 80s and 90s who need a safe, convenient access
- MS and ZN pointed out the benefits of the "hub area", safer for children at the picnic / rotunda shelter and barbeque without cars intruding into the garden space. The visual and physical corridor between a green spine and avenue of trees and potential connection to Broadway.
- Can a heritage mining display be incorporated in the unused tennis shed?
- Council doesn't look after trees, my partner wheelbarrows water to the recently planted trees.

ZN: Council has instigated irrigation inspections and reviews to this and many other parks in the shire. Issue is likely to be the dated 15 year old controller as manual turn on of the system revealed sprays work. Further investigation and repairs/replacements will take place. The Shire would welcome people to assist in watering trees and general care of trees. 4 trees had died in the gardens

Locals' comments:

- Concern of elderly people accessing gravel car park. They need stable surface. Consider concrete or asphalt paths within car parking areas
- The proposed basketball court is good as the school children are not allowed to use the courts out of hours at school
- Skate Park is limited. Hot metal, sharp edges and 3 jumps. The locals preferred concrete ramps with multi-use space. Metal ramps are noisy.
- Hedges create problems with motorist and pedestrian sightlines.
- ZN: Hedges 700mm high are acceptable. Corner flowerbeds as an alternative to hedging.
- Northwest corner was meant to be a library

- Has lighting been considered? MS advised noted several solar lights but lighting is likely to be inadequate. Lighting to around the swimming pool is required
- Lighting for the swimming pool is a high priority as it can remain open longer on hot summer nights
- The pool should be opened more for adults to use during the day
- Wheel chair and gofer wheeler frame access is critical. It is a number one design consideration
- The bowling club is an evacuation point in an emergency. Access is important
- Is Barkly Street the planned truck access route? Could it be located in Inkerman Street?
- Loss of car parking within the gravelled horseshoe shaped zone east of the bowls club. The bowls club members present at the meeting, thought if car parking could be established at the senior citizens, Pines area with access to gates that would offset the loss and inconvenience of access from the east.

MS: I don't know the context of Inkerman Street, but truck access along Barkly Street would severely impact on the amenity, safety of the gardens and particularly the hub area (rotunda, bandstand and shelter(s)/picnic area).

- Not uncommon to have 30 grain trucks parked
- Like art but can artwork go in Broadway rather than the gardens? The artwork link from Broadway to Gordon Gardens (between No. 84 and old coach building) is the preferred option depending on a title search. A secondary option for the artwork location is along Thompsons Road to the gardens
- Officially the gardens are a dog-on-lead park
- Broken glass on grass and path near the Queen Victoria fountain
- The next stage 2-3 weeks information for Zane and his team to review prior to presentation. Online, hard copies and Welcome Record – local paper.
- Those attending the meeting voted on the 21 points at the request of one resident.
- The voting was recorded by MSA and will assist in determining the next strategies. ZN warned that 18 members is not a representative collection of Dunolly.



**GORDON GARDENS, DUNOLLY – MASTERPLAN  
STAKEHOLDER MEETING 1-2:30pm Wednesday 3<sup>rd</sup> April 2019  
Dunolly Town Hall**

**Present:**

Zane Nichol: Co-ordinator Operational Open Spaces Central Goldfields Shire (CGS)

Karen Douglas: Administrator (CGS)

Rebecca Stockfeld: General Manager (CGS)

Glenn Deaker: Manager Operations (CGS)

School children (seven)

Teacher – Dunolly Primary School

Philip Ashton (Artist)

Deborah Halpin (Artist)

Jeremy de Vos: Conservation Architect (Sands se Vos)

Adrian Fernon: Community Facilities and Recreation Planner (ASR Research)

Chris Greber: Graduate Landscape Architect (MSA)

Michael Smith: Landscape Architect, Horticulturist and Urban Designer (MSA)

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ZN: Welcome and thank you for attending. Builds on the community consultation already undertaken by the Shire in 2018.

MS: Welcome and brief introduction of the team. Explained the Aims and Objectives of the study, preliminary ideas as raised by the community in 2018, listed on a plan. Points 1-21 considered appropriate and realistic preliminary strategies, in no particular priority.

JDV: Advised he has already spoken to Colin Sullivan at the museum and John Tulley. Emphasised the central spire axial view to the Masonic Lodge in Burke Street and the Queen Victoria memorial fountain. The Gardens was called Market Square, as the site was a market.

KD: We must recognise the Djadjawurrung people.

The meeting was opened to discussion of the 21 points listed on the preliminary plan.

- Dump point for waste for caravans could be considered near point No.3. Is it an appropriate place/site? Overall consensus is no, a dump point should be at or near the caravan park.
- There hasn't been a tennis club since the mid-80s or early 90s, although people do play social/casual tennis. Gates are locked. Why lock the courts?
- The Dunolly Primary School use the courts and the swimming pool.
- Several school children are keen to retain up to three courts. The school has two courts. The school children prefer basketball over tennis.
- Senior Citizens site uneven for car parking and safe access
- Accessibility is an important factor in the Masterplan, is the toilet block accessible/DDA compliant? ZN to check auditing program.
- Bowls club concern at losing car parking for the green space or corridor listed east of the bowls club.

MS: The advantage of the green corridor emphasised by the potential link to Broadway. A gap between buildings of 4 metres, corridor across Barkly Street, avenue of trees and grassed corridor encapsulating the fountain and vista to the Masonic Lodge. (Former Courthouse).

GD: Car loss east of the bowls club can be offset by car parking in Barkly Street, currently two crossovers. The pines area could be car parking to the northwest corner.

Sitting under the cool shade of deciduous/evergreen trees was important to the community

Swimming Pool Manager: Could use swimming pool water for irrigation (water from pool can be used for in-ground sprinklers for about 3 days)

DH: Art involved 400 local people represented by the tiles on 4 large ceramic artworks. The tiles on the back of the four mosaic artworks are based on the theme 'sense of place' and depict elements that give Dunolly a sense of place.

School Children: CCTV security cameras required at the tennis courts. Shade required at the swimming pool. The school children plotted shade required to the surrounding grassed area. The school children requested additional seating around the pool and the possibility of grassed mounding. Improve the grass to pool edge interface.

After meeting discussion:

- There was a request to make the gate more prominent. Deborah and the school children were interested in artistic displays on the gates i.e. laser cut steel animals/toddlers drawings.

JDV: Is there a citation for the heritage overlay?

Inspection of the Senior Citizens and bowls club interface:

- Potential ramp and access gate to bowls club northeast corner of the senior citizens
- Potential gate east of the storage shed
- Potential disabled parking between the water tanks and shed
- Improve the visual amenity using screens/green walls/mural artworks
- The pines have tops removed, potential removal and construct a gravel car park area is uneven at present. Add new trees to the gravelled surface.
- The courthouse needs to be considered in its view line
- Potential for senior citizens to expand northward, as a forecourt
- Chalkboard near playspace or a concrete area where children can draw with chalk

Burke Street 4 No. Brachychitons on the east nature strip. 13 metres of seal could reduce to 7.5-8 and convert to nature strip with double row of trees linked to the gardens.

Inspection of artworks at the founding photos taken by MSA. Double sided works acknowledgement of community members' contribution up to 400 locals.

# Appendix 3

## Gordon Gardens Masterplan Assessment of Merit – August 2019

Prepared by Michael Smith and Associates – August 2019

## GORDON GARDENS MASTERPLAN - ASSESSMENT OF MERIT AUGUST 2019

This assessment is based on comments returned to Central Goldfields Shire Council from the community during the public display of the Gordon Garden Masterplan in July 2019.

Only comments and ideas that are either in disagreement to the Masterplan's strategies or new ideas have been recorded within the assessment below. The authorship of the comments is noted more as a reference to ensure all respondents were recorded in this assessment. The consultant team has made comment in support or otherwise on each comment or idea



COMMUNITY FEEDBACK	CONSULTANTS ASSESSMENT OF MERIT		MSA COMMENTS
	Agree	Disagree	
<b>Fiona Lindsay</b>			
Gravel paths of compacted Dunolly Gravel.		✓	Asphalt paths are more serviceable and comfortable for people with limited mobility.
Tennis courts reduce to half court only.		✓	The school uses the courts and at least one tennis court and a basketball court will have demand / need.
Name the tennis court or pavilion after the Raselli family.	✓		Investigate further, there are other families or benefactors to consider
Tennis club house as community use.	✓		At this stage, the tennis clubhouse should be retained and its future discussed at a community level.
Relocate the Queen Victoria Jubilee Monument (fountain) away from a power pole and the bowls clubhouse.		✓	To relocate would be costly and for little benefit. The fountain is more or less in line with the proposed green treed avenue.
The surrounding brickwork to the fountain is modern. The early setting included plantings within the octagon. Important children can step over the fencing into the octagon.		✓	Seems contradictory to have planting in the octagon, then access for children. Replacement and resetting brickwork is likely to be a costly procedure.
The car park to the north west corner should include native pines Casuarina forests are native to creek banks in the district.	✓		It would be appropriate to include Allocasuarina (Sheoaks) and Callitris (Native Pine) to the new carpark to reflect the character of the past pine tree planting to the north west corner. The planting should include screening shrubs except at access junctions in the carpark where motorist / pedestrian views are important.
Remove the Senior Citizens building and use the former Council building on the corner of Thompson Street and Broadway as a comprehensive community hub, library and senior citizens.	~	~	Council to review.
Paint colour and consistency should be focused on picnic shelters, tennis clubhouse, public toilets.	✓		Consider as a Key Direction for the picnic shelters and public toilets (brick anyway) have a consistent paint colour. Playspace colours should be varied to reflect the type of apparatus and children respond to the use of various colours, including bright colours.
Community sculptures requires careful thought.	✓		
Reinstate the original façade of the courthouse.	✓		A sound idea, Council to consider as an extension to the Masterplan.
<b>Philip Ashton</b>			
Action 15 advises five sculptures, there are infact four.	✓		Amended on plan to four.
An artwork should be considered on Market Street, visible from the courthouse precinct, rather than the Rene Fox Garden and Thompson Street.	✓		Agree, this would be in preference to the sculpture planned for Thompson Street.
The Artisans involved in facilitating the ceramic artworks would like involvement in the selection of sculptures.	✓		Agree.

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COMMUNITY FEEDBACK	CONSULTANTS ASSESSMENT OF MERIT		MSA COMMENTS
	Agree	Disagree	
<b>D. John Smith</b>			
Conflict of recreation and heritage. i.e. skate park and tennis courts.		✓	The development of the gardens over time has reduced the garden's historic values, however much was completed many years ago and with modern-day demands for facilities and services the gardens in a central location have had a healthy and diverse range of activities introduced and the Masterplan aims at enhancing and promoting the former heritage values of plantings, formal avenues of trees and increased grassed areas. The consultant team will add additional trees where the skate park was.
Relocate the skate park to Deledio Reserve.	✓		Council to consider with the community and the reserve's committee.
Open up the tennis clubhouse as an all weather shelter by removal of the northern face.	✓		This appears to be a sound solution.
Dunolly is a town built on gold mining and to a lesser degree, timber. Suggest interpretive panels and signs depicting the mining history and motion activated sensors.	✓		the Draft Masterplan shows mining heritage elements at the site of the skate park. This was a request by several community members. The activated interpretive signage and lighting should be incorporated in the display.
Ensure there are no pseudo artistic expression of broken china (mosaics) No place for modern art. Dunolly is a town based on history of gold.		✓	The mosaics were a community lead initiative and approximately 400 locals contributed to the ideas and creation of the four artworks. Small towns in today's economy need to reinvent themselves as places of difference or distinction to compete for tourism and benefit to the local economy. Dunolly's gold history while locally relevant, is not as significant as other surrounding centres and towns. There is opportunity to Dunolly to re-invent itself as a place for artistic endeavours, particularly working with the local community as community capacity building projects.
Lighting in the form of solar panels with battery storage, completed in stages with government grants and council funding.	✓		Solar lighting is a worthy solution
No need for a pedestrian link to the gardens. Land acquisition and no community benefit.		✓	The connection from Broadway was identified in the 2003 Urban Design Framework and was further discussed and agreed unanimously by locals that the Broadway link would create an interesting journey and is aligned with the feature avenue of trees planned to visually connect to the Queen Victoria Jubilee Monument (fountain). Investigation will be undertaken to determine if the link is on a right of way or on private land. Either way, the link will promote the gardens from a tourism perspective.
<b>Rachel Buckley</b>			
Agreement with the Masterplan.	~	~	
<b>Ro Wells</b>			
The tennis clubhouse could become a bicycle repair station and information centre.	✓		The use of the tennis clubhouse needs to be an agreed community action.
There was a 15 metre deep mine shaft under the tennis courts.	✓		This could be included in the interpretive information on gold mining at Dunolly.
<b>Anne Doran</b>			
The Heritage Overlay means nothing, Council must create a Heritage Policy.	~	~	

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COMMUNITY FEEDBACK	CONSULTANTS ASSESSMENT OF MERIT		MSA COMMENTS
	Agree	Disagree	
Remove all the tennis courts, retain as open space.		✓	The masterplan balances modern day and projected trends within the site. While tennis has declined, there was community consensus to retain one tennis court and establish a multi-purpose court.
Irrigation will be costly to maintain.		✓	There is in parts an irrigation system that Council recently investigated the condition of and it appears the system can be reinstated / extended. To provide at least green grass to several key grassed spaces in the summer months.
No play stations or sensory features.	✓		The purpose of the Masterplan is to provide a general direction. The consultant team will prepare a list of sensory plants and a suggested playspace selection palette.
Fitness stations not required.		✓	During the community engagement process, the idea of a perimeter pathway system was raised on its own on the Masterplan. Fitness stations are becoming increasingly popular as part of the multi-purpose facilities in parks nowadays. It establishes community connectedness and health and well-being.
2 metre wide gravel paths not required.		✓	With increasing use of the gardens through the improvements, encouragement of participation in activities for all ages and abilities, it is expected in current planning that a 2 or 2.5 metre wide pathway is now the standard.
Install power inside the band rotunda for various events, band recitals.	✓		The consultant team will make note on the plan regarding power.
Install an extra BBQ unit.	✓		An additional barbeque unit would spread the load and probably meet current demand.
No bicycle racks.		✓	The provision of bicycle racks is almost a mandatory requirement in modern day facility planning as many families, groups and individuals travel by bicycle.
No ceramic sculptures - alien to the history of Dunolly.		✓	The ceramic sculpture pieces were a community led initiative and involved several community members and a community artist in the delivery of the four sculpture pieces. There has been input into the project by approximately 400 community members. It was unanimously agreed at the consultation meeting in April 2019 that at least one or more of the four ceramic sculptures be placed in the gardens. While the history of Dunolly is important, so too are the current residents and their contributions, which not only are for the promotion and advancement of Dunolly, but in another generation or two, the production of the sculpture pieces become another contributing layer in Dunolly's history. Community capacity building projects such as this are really important. The ceramic sculptures link with the already established ceramic art in Broadway.

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COMMUNITY FEEDBACK	CONSULTANTS ASSESSMENT OF MERIT		MSA COMMENTS
	Agree	Disagree	
The mining element should be a covered kiosk with panels.	✓		A covered area would be considered as part of the mining display. The covered area by roof only, not walls.
Tennis clubhouse - remove .		✓	Given the intended use of a tennis court and basketball and netball court, a pump track and a destination - type playspace, there would appear need for a shelter as a social retreat and shelter from the elements.
No artworks to pool gates.		✓	The pool gates could do with improvement and capturing the local artisans talent.
Street link from Broadway - bad move.		✓	
No bicycle pump track.		✓	A small pump circuit is planned as an adjunct to the playspace in which there was community support to improve the playspace as a destination space.
No exercise stations, no play area.		✓	The gardens are centrally located in Dunolly and need to cater for many and varied needs and interests of the community. A circuit or perimeter path is planned to assisting in defining the gardens. It is considered several items of exercise stations would be helpful in the promotion of health and well-being in the community.



## LIST OF KEY DIRECTIONS

The following is a list of draft realistic strategies and actions taken from Council's consultation with the community in 2018 and in April 2019.

- 1 Remove three tennis courts to return to open space and grass, upgrade one court and convert one court to a combined basketball and netball court. Consider the installation of CCTV cameras. The tennis court is to be fenced and the gate unlocked. Consider a name for the tennis courts or former tennis pavilion - the name Raselli is for consideration subject to Council's approval.
- 2 Convert the car park area east of the bowls club to an irrigated grassed area. Provide a green link to Burke Street and the former clubhouse (Masonic Lodge) to the gardens and Broadway with a strong avenue of feature trees and landscape treatment. Removal of vehicle parking in the area east of the bowls club will increase the space for children playing and participating in gatherings at the picnic shelter and rotunda.
- 3 Provide an east-west asphalt path connecting the Senior Citizens Club and the car park access to the bowls club. Create a visual focus to the Queen Victoria Jubilee Monument by relocating the existing bowls club maintenance shed and water tanks north.
- 4 Extend the playspace with feature play elements, including sensory features and a chalkboard. Provide additional shade trees. Make the playspace a regional destination attraction and include an all abilities selection of apparatus. Provide canopy shade trees to the playspace.
- 5 Convert the Pines area to a sealed car park, suitable for approximately 40 cars. Provide tree planting of Sycamores and Native Pines that frame the view to the clubhouse.
- 6 Provide wheelchair, gopher and walking frame access to the bowls club via a ramp at the Burke Street frontage. Provide four disabled parking spaces in Burke Street.
- 7 Provide additional information and interpretive signage about the Gordon Gardens and its facilities in Broadway and the gardens. The bowls club is an emergency community evacuation point.
- 8 Provide 2.5 metre wide asphalt paths in the gardens. Provide compliant access for prams, gophers, wheelchairs and walking frames. Consider installation of several fitness stations. Construct a 2 metre wide granitic gravel path to all sides of the gardens.
- 9 Provide at least two irrigated grassed areas in the gardens close to paths, rotunda shelter and shade trees, to improve the visual presentation of the gardens and allow people to enjoy a green space.
- 10 As reference to the former perimeter fencing of the gardens, plant shrubs and perennials at corner points and midpoints.
- 11 Provide additional seats throughout the gardens in conjunction with new and existing canopy trees or shade.
- 12 Provide additional picnic facilities at people gathering locations and ensure DDA access compliance.
- 13 Provide barbecue facilities with shelters or shade and weather protection.
- 14 Provide drinking fountains, bicycle racks and additional litter bins, at people gathering locations.
- 15 Install one of the four recently created ceramic artworks to the Burke Street frontage close to the new avenue of trees. The other artworks will be located on a journey from Broadway.
- 16 Install mining heritage elements in the area of the existing slate park (to be removed.) Provide a roofed shelter over the mining heritage elements.
- 17 Consider additional community art in the gardens, including sculpture and appropriate artwork or murals canopy screening to the bowls club's east wall.
- 18 Provide an additional dog poo bag station and restrict access. Officially the garden is a dog-on-lead park.
- 19 Extend the pool opening hours on hot evenings to 8 or 9pm and provide lighting to the swimming pool. Consider the pool opening for adults during the day.
- 20 Find a use for the tennis clubhouse, possibly community use. Hall is currently a shelter and should contain a drop-in centre for specific activities. If no useful purpose is found, consider removal.
- 21 Re-commission the Queen Victoria Jubilee Monument as a drinking fountain.
- 22 Provide shade trees and shade sails in the pools grassed areas. Provide additional seating to the pool and grassed mounding.
- 23 Make the pool gate at the north-east corner of the swimming pool more prominent by providing feature artwork.
- 24 Provide disabled car parking north-east of the bowls club near the area of the three existing water tanks.
- 25 Provide a forecourt area on the north-east side of the Senior Citizens Centre.
- 26 Provide a link from Broadway (between No. 84 and the Old Coach Building) and the Old Coach Building to the Gordon Gardens.
- 27 Reduce the existing seal of Burke Street from approximately 13 metres to 7.5 metres, creating wide nature strips to facilitate tree planting on either side.
- 28 Provide a bicycle pump track in the area north-east of the playspace.
- 29 Provide four exercise stations to the south of the playspace along the proposed path.
- 30 Paint colour to structures such as gateposts, shelters, rotundas, doors to toilets to be of a consistent colour. To the band and rotunda / pavilion connect a power supply.
- 31 Ceramic artworks should be a consideration on Market Street near the clubhouse. Artists in the community should have a say in the selection of the ceramic artworks for the gardens.



## LEGEND

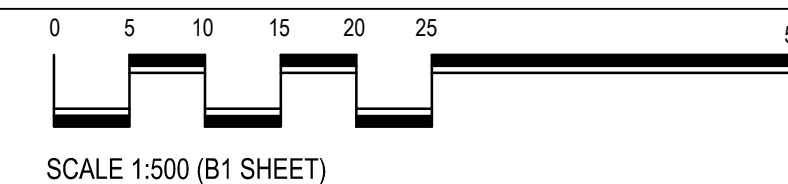
	EXISTING TREE TO BE RETAINED		EXISTING PARK FURNITURE AS NOTED		PROPOSED 2.5 METRE WIDE ASPHALT PATH		PROPOSED BASKETBALL / NETBALL COURT
	EXISTING TREE TO BE REMOVED		EXISTING SHELTER TO BE RETAINED		PROPOSED 2 METRE WIDE GRAVEL PATH		PROPOSED RAMPED GRAVEL PATH TO THE EXISTING PAVILION
	EXISTING QUEEN VICTORIA JUBILEE MONUMENT		EXISTING TANKS AND SHED TO BE RELOCATED		PROPOSED LOW SHRUBS AND PERENNIAL PLANTING		PROPOSED MOUNDING AND SEATS
	PROPOSED EVERGREEN TREE		EXISTING ITEM TO BE REMOVED (FENCES, PATHS, EDGES)		PROPOSED TERRACING TO THE NORTH - SOUTH PATH WITH FEATURE EXPOSED AGGREGATE BANDING TO MATCH BROADWAY AND BRICK EDGING		PROPOSED PLAYSPACE ELEMENTS
	PROPOSED DECIDUOUS TREE		PROPOSED DISABLED PERSONS CARPARKING SPACES		PROPOSED CARPARKING SPACES		PROPOSED DISABLED PERSONS CARPARKING SPACES
	TOILETS		EXISTING BUILDING TO BE RETAINED		PROPOSED TERRACING TO THE NORTH - SOUTH PATH WITH FEATURE EXPOSED AGGREGATE BANDING TO MATCH BROADWAY AND BRICK EDGING		PROPOSED TERRACING TO THE NORTH - SOUTH PATH WITH FEATURE EXPOSED AGGREGATE BANDING TO MATCH BROADWAY AND BRICK EDGING
	EXISTING TENNIS COURT TO BE RETAINED, COURT TO BE FENCED		PROPOSED DISABLED PERSONS CARPARKING SPACES		PROPOSED TERRACING TO THE NORTH - SOUTH PATH WITH FEATURE EXPOSED AGGREGATE BANDING TO MATCH BROADWAY AND BRICK EDGING		PROPOSED DISABLED PERSONS CARPARKING SPACES

# MP1-GORDON GARDENS MASTERPLAN

## GORDON GARDENS, DUNOLLY

### CENTRAL GOLDFIELDS SHIRE COUNCIL

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**Amendments:**  
28.05.2019 - REVA - Pump track and exercise equipment added.  
28.08.2019 - REVB - Revisions to Key Directions following community consultation

**Print Issue:**  
22.05.2019 - Emailed to Z.Nicol  
28.05.2019 - REVA - Emailed to Z.Nicol  
28.08.2019 - REVB - Emailed to Z.Nicol

**Title:** MP01 - Masterplan - Gordon Gardens, Dunolly

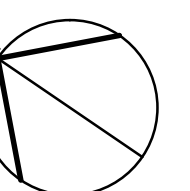
**Client:** Central Goldfields Shire Council

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In association with:  
ASR Research  
Sands de Vos Architects and Heritage Consultants

**Drawn:** CG  
**Date:** 28/05/2019  
**Project No.:** 19-014  
**Cad File:**  
**Drawing No.:** Sheet 1 of 2





## 8.4 JOINT COUNCIL SUBMISSION TO THE ROYAL COMMISSION INTO AGED CARE

**Author:** General Manager Community Wellbeing

**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.*

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### SUMMARY/PURPOSE:

The purpose of this report is to present to Council the proposed submission to the Royal Commission into Aged Care which has been prepared as a joint submission from the 10 Councils across the Loddon Mallee region for endorsement. Central Goldfields Shire is the final council to consider the submission, which has been endorsed by the 9 other councils comprising the Loddon Mallee Group of Councils.

### LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Community

Outcome: A supported, cohesive community, living full and healthy life.

1.7 Objective: Support positive development for residents of all ages and abilities.

### BACKGROUND INFORMATION

The Victorian Government's Royal Commission into Aged Care Quality and Safety has invited submissions relevant to the following areas of inquiry set out in its Terms of Reference:

- a) *the quality of aged care services provided to Australians, the extent to which those services meet the needs of the people accessing them, the extent of substandard care being provided, including mistreatment and all forms of abuse, the causes of any systemic failures, and any actions that should be taken in response;*
- b) *how best to deliver aged care services to:*
  - i. *people with disabilities residing in aged care facilities, including younger people; and*
  - ii. *the increasing number of Australians living with dementia, having regard to the importance of dementia care for the future of aged care services;*
- c) *the future challenges and opportunities for delivering accessible, affordable and high quality aged care services in Australia, including:*
  - i. *in the context of changing demographics and preferences, in particular people's desire to remain living at home as they age; and*
  - ii. *in remote, rural and regional Australia;*
- d) *what the Australian Government, aged care industry, Australian families and the wider community can do to strengthen the system of aged care services to ensure that the services provided are of high quality and safe;*
- e) *how to ensure that aged care services are person-centred, including through allowing people to exercise greater choice, control and independence in relation to their care, and*

*improving engagement with families and carers on care-related matters;*

- f) *how best to deliver aged care services in a sustainable way, including through innovative models of care, increased use of technology, and investment in the aged care workforce and capital infrastructure;*
- g) *any matter reasonably incidental to a matter referred to in paragraphs (a) to (f) or that you believe is reasonably relevant to the inquiry.*

The Loddon Mallee Group of Councils (LMGC) has prepared a joint submission for the Royal Commission into Aged Care Quality and Safety (Attachment 1).

The submission outlines LMGC's concerns regarding the impact of aged care reforms on the quality of care in rural and regional shires, and advocates for the development of policy and funding mechanisms that will ensure quality, fair and equitable service delivery in our region.

The LMGC is comprised of:

- Buloke Shire Council
- Campaspe Shire Council
- Central Goldfields Shire Council
- City of Greater Bendigo
- Gannawarra Shire Council
- Loddon Shire Council
- Macedon Ranges Shire Council
- Mildura Rural City Council
- Mount Alexander Shire Council
- Swan Hill Rural City Council

The deadline for submissions is 30 September 2019.

## **REPORT**

Developed in consultation with the LMGC Human Services Directors and Community Service Managers, the submission addresses the following key themes:

- The Loddon Mallee Group of Councils (LMGC) has invested significantly to understand the impact of reform on our capacity to deliver home support services.
- The LMGC hold significant concerns for our communities' access to affordable and high quality home support services in the current and emerging reform environment.
- The reforms place an unfair and unequitable burden on regional and rural councils.
- Strategies are required to proactively avoid and respond to thin markets. Government should use its market influence and pricing mechanisms to ensure that affordable and high quality home support services are delivered to regional and rural areas.
- The rurality index (Modified Monash Model, ARIA Model and others) used by NDIA and Commonwealth Home Support Program (CHSP) do not reflect Victorian conditions.
- Financial assistance should be provided to ease the burden of structural adjustments, particularly for small to medium councils where ongoing viability and cost to council require

transition out of service delivery arrangements.

- Continued uncertainty is negatively impacting on current provision of quality home support with increasing pressure on workforce, reduced investment in innovation and lack of financial sustainability for regional and rural services.
- The impact of local government's withdrawal as a home support provider does not appear to be a primary consideration for either the Commonwealth government or National Disability Insurance Agency (NDIA).
- The LMGCs are together advocating for appropriate policy and funding mechanisms to ensure quality service delivery in our region and for services to our most vulnerable community members to be fair and equitable.

Pending endorsement, the Loddon Mallee Group of Council's submission will be forwarded to the Royal Commission into Aged Care Quality and Safety with Central Goldfields Shire Council as a signatory.

## **CONSULTATION/COMMUNICATION**

The submission aims to represent the collective view of the Loddon Mallee Councils Group.

## **FINANCIAL & RESOURCE IMPLICATIONS**

There are no budget or resource implications in making this submission.

## **RISK MANAGEMENT**

The submission aims to identify and provide mitigation to the considerable risks to the welfare of aged care service users in the Loddon Mallee area presented by the ongoing government reform agenda.

## **CONCLUSION**

The Loddon Mallee Group of Councils will continue to advocate for appropriate policy and funding mechanisms to ensure quality home support services are available in the region.

## **ATTACHMENTS**

1. LMGC Joint Council Submission to the Royal Commission into Aged Care Quality and Safety

### **RECOMMENDATION**

*That Council endorses the proposed submission to the Royal Commission into Aged Care from the Loddon Mallee Councils Group.*

# Submission to the Royal Commission into Aged Care Quality and Safety

## Loddon Mallee Group of Councils, Victoria

The following submission to the Royal Commission into Aged Care is made on behalf of the Loddon Mallee Group of Councils (LMGCs) which is comprised of the following:

- City of Greater Bendigo
- Buloke Shire Council
- Campaspe Shire Council
- Central Goldfields Shire Council
- Gannawarra Shire Council
- Loddon Shire Council
- Macedon Ranges Shire Council
- Mildura Rural City Council
- Mount Alexander Shire Council
- Swan Hill Rural City Council

### Key Points:

- The Loddon Mallee Group of Councils (LMGC) has invested significantly to understand the impact of reform on our capacity to deliver home support services (aged care and disability).
- The LMGC hold significant concerns for our communities' access to affordable and high quality home support services in the current and emerging reform environment.
- The reforms place an unfair and unequitable burden on regional and rural councils.
- Strategies are required to proactively avoid and respond to thin markets. Government should use its market influence and pricing mechanisms to ensure that affordable and high quality home support services are delivered to regional and rural areas.
- The rurality index (Modified Monash Model, ARIA Model and others) used by NDIA and CHSP do not reflect Victorian conditions.
- Financial assistance should be provided to ease the burden of structural adjustments, particularly for small to medium Councils where ongoing viability and cost to council require transition out of service delivery arrangements.
- Continued uncertainty is negatively impacting on current provision of quality home care with increasing pressure on workforce, reduced investment in innovation and lack of financial sustainability for regional and rural services.
- The impact of local government's withdrawal as a home support provider does not appear to be a primary consideration for either the Commonwealth government or National Disability Insurance Agency.
- The LMGCs are together advocating for appropriate policy and funding mechanisms to ensure quality service delivery in our region and for services to our most vulnerable community members to be fair and equitable.

## Introduction

This submission responds to the following matters in the Royal Commission's Terms of Reference:

- c) The future challenges and opportunities for delivering accessible, affordable and high quality aged care services in Australia, including:
  - (i) in the context of changing demographics and preferences, in particular people's desire to remain living at home as they age; and
  - (ii) In remote, rural and regional Australia.

### **1. The impact of reform on Victorian local government providers of accessible, affordable and high quality home support services**

Since the early 1980's Victorian Councils have extensively invested in and provided home support services that have enabled disabled and aging community members to remain living at home as long as possible. The investment and organisational commitment to aged care and disability support services has become emblematic of the relationship between local government and its community. Investment in the former HACC service was a means of expressing a strong commitment to the most vulnerable members of the community; including older people, people with a disability or mental illness and people at risk of homelessness.

The current reform in the aged care and disability support sector reflects a comprehensive restructuring of the entire industry on a national scale. This will be intentionally disruptive to existing models and mechanisms of service delivery, and the role that local government plays in the delivery of home support services will need to be assessed. Local government withdrawal as a home support provider (and funder) does not appear to be a primary consideration for either the Commonwealth government or National Disability Insurance Agency.

There are a significant number of concepts that have implications for all Victorian local councils providing home support service, including:

- Competition policy

There is a renewed interest in 'competition policy' as a driver of national productivity. It is likely that future government policy decisions will be based on market and competition principles meaning that the local government direct service role will face greater market exposure. Given the inherent cost structures and lack of competitive economies of scale it is difficult to see how councils can exist as a viable home support service provider across most program areas.

- Competitive neutrality

Local government must remove any inherent advantage gained through its public ownership, which may expose its relatively high cost structures and lack of economies of scale.

- Monopoly market

The previous protected market conditions under the Home and Community Care (HACC) program system will be completely dismantled to facilitate open competition and improved efficiency.

- Market efficiencies

In most program areas the Commonwealth government is seeking to apply market economic principles to reduce costs of delivery, including reducing transaction costs through having fewer contracts and entering into those with larger organisations operating across vast geographic areas. The Commonwealth appear have an interest in moving towards larger contracts with a smaller number of large organisations and there is a medium-level of risk that it may not have an interest in maintaining individual agreements with Victorian councils after June 2022.

- Consumer demand driven market

Block-funded commissioned services may be progressively removed, however continued provision of accessible, affordable and high quality aged care services will require block funding to be retained in some areas to ensure viable and sustainable service provision. The application of the Monash Model to allocate funding will not support Victorian providers.

- Competition

CDC will mean that local government will need to compete with organisations with lower cost structures, broader integrated service offerings and economies of scale. To comply with Competitive Neutrality Principles councils have the option of adopting full cost recovery for services, corporatisation or commercialisation. Most councils do not deem any of these as practical within the current environment.

- Competitive neutrality

Given that councils may be required to restructure their operations to remove inherent operational subsidies, it is difficult to see how their operations could be viable and sustainable. There are, however, public interest test provisions that if met would allow local government to operate in a competitive market with subsidies in place.

- Assessment

Under the previous integrated HACC model the assessment function was a holistic review of the person in the context of their community and acted as the 'tap' that controlled service access, demand and supply. This integrated approach is being dismantled with a complete separation of functions and narrower focus on service intake.

### **Critical participation factors**

There are a range of factors that will be critical in determining if local government will be able to invest and participate in home support service provision. These include:

- Mandate to Operate

It is understood that the Commonwealth will increasingly shift to demand-led and consumer-driven funding models using the most efficient providers possible. This

could mean that local councils might not have a mandate to operate. If a mandate is granted, it would likely be under a 'competitive provider' model, which would bring into play other legislative and market implications. Councils will also have an obligation to determine if they are best placed, or the most efficient means of providing services.

- Policy settings

Victorian local councils have been long-term contributors in supporting the viability of the integrated HACC service model. The current reforms provide an excellent opportunity for local government to completely review its policy in relation to services and support older people and people with a disability and to put in place transition plans to achieve its objectives.

- Market / client segmentation

There is emerging evidence that vulnerable members of the community are being negatively impacted by the current reforms and are having difficulty transitioning and maintaining contact with the new system. Councils could play an important role in assisting these individuals to access and maintain connection with the new programs at a local level.

- Market conditions

The current reforms are driving a very significant restructure within the not-for-profit and for-profit service provider sector. Wide-scale mergers and acquisitions are totally transforming the market landscape with very large entities operating across multiple states providing highly integrated service offerings tailored to respond to consumer-driven funding mechanisms. It is difficult to see how local government might be able to compete on an equal footing with such organisations. However, concerns remain regarding the development of robust markets in rural or regional areas. A strategic approach to policy and funding is imperative to avoid system failure in areas known to be at high risk of thin markets.

- Innovation

There are a range of innovative responses emerging that will likely transform service delivery in the coming decades. These responses are occurring across the entire service landscape and will impact the efficiencies and effectiveness of services provided in the future.

- Timing

The timing of the reforms is a critical issue for councils, the fracturing of a previously integrated system is creating serious operational and administrative burdens for councils and significant demands on management and leadership. This includes:

- the ambiguity regarding the post-2022 architecture of the CHSP means that it is difficult for councils to plan and invest in change;
- uncertainty regarding the future viability of HACC-PYP is increasing.

The aged care and disability reforms are underpinned by fundamental shift of accountabilities and responsibilities. The Commonwealth has clearly stated that it 'will take full funding, policy, management and delivery responsibility for a consistent and unified aged care system covering basic home care through to residential care'. Victorian councils are not

a nominated actor, do not have a structural or programmatic responsibility and local government is not named as a program funding partner in legislation.

It is critical that the policy deliberations and decisions over the next 12 to 18 months deliver clarity in terms of the future role and function of Victorian local government as home support providers, as well as identifying the core principles that will underpin future strategic planning and policy making in this important service and program space.

## **2. CASE STUDY: Challenges associated with delivering accessible, affordable and high quality home support home care services to those who wish to remain at home and/or those living in remote, rural and regional Australia.**

### **2.1 Introduction to Victoria's Loddon Mallee Region**

In 2017, the Loddon Mallee Region's (LMR) population was approximately 332,000 people, of which, 20% (66,400 people) were 65 years and above (65+). All Loddon and Mallee local government areas have a higher proportion of the 65+ age group than the Victorian state average of 15.6%. The four municipalities of Buloke, Central Goldfields, Gannawarra and Loddon are all closer to 30%. Mt Alexander has 24.2%, Campaspe 22.9%, Mildura and Swan Hill each 19%, and Macedon Ranges and the City of Greater Bendigo 18% and 17% respectively.

Each of the 10 LMGCs fund, manage and deliver a range of home support services including;

- Meal and food services
- Domestic assistance
- Personal care
- Home maintenance
- Social support
- Respite
- Housing assistance
- Sector Support and Development
- Regional Assessment Services.

Services delivered by Councils are funded through five main sources; Commonwealth Home Support Program (CHSP), Home and Community Care Program for Younger People (HACC-PYP), Victorian Regional Assessment Service (VRAS), direct client contributions towards the cost of services and direct Rate-payer Subsidy of Services.

In 2016/17 the LMGCs delivered nearly 360,000 hours of home support services including;

- 136,800 hours of Home Support
- 33,408 hours of Respite
- 70,780 hours of personal care
- 25,990 hours of home maintenance
- 69,700 hours of social support
- 22,700 hours of assessment services
- 140,600 delivered meals.

The LMGCs currently employ approximately 140 FTE Community Support Workers. The workforce is primarily women, working in a part time capacity, with the average age being in the mid 50's. Many of these workers have been employed for long periods of time by their respective councils.



Relevant characteristics of the Loddon Mallee Region include:

- The region is home to Bendigo, one of Victoria's largest and fastest growing regional cities, and Mildura, the major regional town in the north of the region, yet 84% of our regional townships have a population less than 3,000 people.
- The low numbers of people per 100 square kilometres creates service sustainability issues across the region. The hollowing out of townships presents particular losses for older people, many of whom 'age in place' without access to appropriate services, including activities and opportunities for social connection.
- Older people in the region have poorer health and wellbeing than Victorian average, in particular across indicators of obesity and chronic disease.
- Nine out of the ten local government areas have relatively high levels of disadvantage, with three being in the four most disadvantaged areas in Victoria (SEIFA).
- The region has higher than average unemployment and higher than average percentages of low income families and individuals.

## **2.2 Challenges for delivering home support services**

The Loddon Mallee Group of Councils (LMGC) has invested significantly to understand the impact of reform on our capacity to deliver home support services. This work has confirmed that there is a disproportionate impact on the sustainability of services for the LMGCs compared to our metropolitan neighbours.

Providers of home support services in the Loddon Mallee are facing specific challenges including;

- For the Loddon Mallee region there is a very high risk of a 'thin market', that is, an insufficient number of service providers across aged and disability service areas and not enough trained workers to meet demand.
  - Very low density of participants per 100 square kilometres which impacts service sustainability for Councils wishing to continue service delivery
  - Very low density of participants in some areas which is not attractive to alternate providers and will impede the development of 'market' models
  - The reliance on the current workforce, many of whom are aging themselves, to deliver services in geographically isolated townships
  - Increased unit costs due to increased travel requirements (vehicle costs and time)
- The inability of councils to deliver services at current set unit prices without subsidisation.
- The risk of alternate providers operating in more densely populated areas and not servicing outlying areas leaving Council to deliver high cost services (both complex care and remote participants) further impeding financial viability
- The rurality index (Modified Monash Model, ARIA Model and others) used by NDIA and CHSP not reflecting Victorian conditions.

The additional costs incurred in sustaining rural and remote delivery of services are significant for the LMR, however no parts of Loddon and only small parts of the Mallee region are classified a 'remote community' under the Modified Monash Model. Providers are not eligible for the home care viability supplement or the NDIS special pricing to stimulate market supply.

Accordingly, there is a disproportionate impact on the sustainability of services for the LMGCs compared to their metropolitan neighbours, and there is a very high risk of a 'thin market', that is, an insufficient number of service providers across aged and disability service areas.

The LMGCs support the pursuit of service delivery that is high quality, equitable and financially sustainable. The principles of competition policy, competitive neutrality and consumer directed care are understood. The transition to such a model in the context of rural and regional areas requires specific consideration with regard to strategic planning and rollout. Without due consideration and action the LMGCs maintain that consumers in these areas will not benefit from the reforms with some potentially being denied access to services they currently receive.

Within the next 12 months all LMG councils will be undertaking work to confirm the council position on:

- (a) its mandate, accountability and responsibility for aged care and disability services in the context of the aged care reforms;
- (b) its responsibility for continuity of services to the community including the role it might play in supporting delivery or providing a 'safety net';
- (c) the potential impact of National Competition Policy and Consumer Directed Care on current operations;
- (d) the increasing financial and operational burden of maintaining services to remote communities in the context of decreasing financial scale; and
- (e) the very significant changes in aged and disability program design and funding mechanisms.

#### *Thin markets*

As noted above, within the Loddon Mallee Region there is a high risk of thin markets across many towns and outlying communities. The significant challenge of service delivery is illustrated by data that the lowest metropolitan region has 5,668 people aged over 65 per 100 square kilometres and the two lowest rural regions in LMGC have relative densities of below 100 per 100 square kilometres.

There is real risk that councils may be the only available service provider in high risk, high cost remote service delivery which will serve to amplify the current financial viability and sustainability issues faced by LMGCs. With the rollout of the NDIS there are examples where there are no registered service providers to deliver some service types nor is there availability of qualified or skilled staff to deliver services. This will only become more evident when reforms across other service types rollout.

In some areas of the Loddon Mallee, Local Government is the sole service provider or one of few. If councils no longer have a mandate to operate in the reformed home support environment alternate service providers will need to be incentivised to establish in these areas. Until this occurs there will be a reduction, or at least no increase in independence or consumer choice and control.

#### *Service delivery cost*

The high cost of service delivery for LMGCs, due to embedded structure costs, scale of operations and enterprise agreement commitments, coupled with the higher cost associated with rural service delivery means that LMGCs are moderately to heavily subsidised. LMGCs do not consider options to meet the NCP as viable at this time.

It is anticipated that the unit cost of service delivery for the LMGCs will increase as program scale decreases. The impact of this is being seen within Councils that have not registered as NDIS providers and have seen a significant reduction in service demand for HACC-PYP.

Service level impacts for Councils as reforms, including the introduction of the NDIS and continued uncertainty in the aged care sector, are beginning to become apparent. Some of the LMGCs are observing increased absenteeism, work cover claims and self-reported stress associated with employment uncertainty. Service managers have concerns about individuals health and wellbeing and have reported feeling disempowered to act given they themselves do not know the future outcomes.

#### *Impact on staff*

Recruitment and retention of staff is proving problematic with an increased reliance on temporary and casual contractual arrangements seen within some of the LMGCs. Given the majority of the Community Care workforce are women, at direct care level through to management, recruitment and retention issues must be considered through a gender equity lens. Continued uncertainty and in turn recruitment and retention issues are resulting in both small remaining workforces working very long hours to cover workforce gaps and in other areas as reduction in hours worked compared to previously, both which negatively impact individual employees.

### **3 Next steps**

Each of the LMGCs has a 30 year history of delivering services to community with the primary purpose of supporting independence and sustained health and wellbeing. The LMGCs have strong connections with their local community, including those whom require high quality, safe and accessible supports to remain living at home.

The LMGCs will be acting to advocate for fair and equitable service access for community, particularly our most marginalised and vulnerable. Given the high social contract Councils have with local communities there is a very high likelihood that if there is system failure communities will look to Councils resolve issues.

LMGCs are now reassessing individual council policy and investment in the context of the shift in accountability, responsibility and authority to the Commonwealth. Each Council is considering the role they will play with some already ceasing service delivery and reimagining their role within advocacy, navigation, market stimulation and workforce development.

The LMGCs are together advocating for appropriate policy and funding mechanisms to ensure services to our most vulnerable community members is fair and equitable.

#### **LMGCs request that the Royal Commission:**

1. Note the challenges for delivering accessible, affordable and high quality aged care services in Victoria.
2. Consider the impact of local government's potential withdrawal as a home support provider.
3. Note that councils require a strategic position from the Commonwealth Government on how remote service delivery can be viably sustained in the context of the broader reforms, including:

- (i) A policy and funding response to the unfair and inequitable burden placed on regional and rural councils in Victoria;
  - (ii) Confirmation of timing associated with the introduction of proposed changes and new program conditions; and
  - (iii) market influence and pricing mechanisms to ensure that accessible, affordable and high quality home support services are available.
4. That clarity is urgently needed on transition and post-transition arrangements for the CHSP from the Commonwealth Government, including:
- (i) an explanation of how a market-model and client-directed-care might apply in the Loddon Mallee region;
  - (ii) the mechanisms available to ensure program viability and continuity of service; and
  - (iii) legal advice on the implications of National Competition
5. That financial assistance be provided to ease the burden of structural adjustments, particularly for small to medium councils where ongoing viability and cost to council require transition out of service delivery arrangements.

#### **4 Conclusion**

The LMGCs recognise that reform within the Aged Care Sector is necessary to meet the needs of our growing elder population into the future. Ongoing, long term uncertainty is negatively impacting the current provision of home care and significant concerns are held regarding the bearing this has on the provision of high quality, safe and affordable home care services right now and into the future. System failures that do not support elders to remain living in their own homes contribute to a cascade of undesirable consequences for both residential and acute services as well as individual health outcomes.

**8.5 PLANNING APPLICATION 160/17 – TEN LOT SUBDIVISION, REMOVAL OF NATIVE VEGETATION, CONSTRUCT A ROAD AND UNDERTAKE EARTHWORKS, CONSTRUCT A DWELLING AND OUTBUILDING ON EACH LOT, AND CREATION OF RESTRICTION (BUILDING ENVELOPES) AT 73 CHAPLINS ROAD, CARISBROOK**

**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.*

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**SUMMARY/PURPOSE:**

The purpose of this report is to seek Council determination for a planning permit application for the development of a 10 Lot subdivision, removal of native vegetation, construct a road and undertake earthworks, construct a dwelling and outbuilding on each lot and creation of restriction (building envelopes) at 73 Chaplins Road, Carisbrook.

Public notice of the application has been given and three objections have been received.

At its 13 August 2019 public hearing, Council deferred consideration of the application until the September Council meeting, with the agreement of the applicant, to provide the applicant time to consider and respond to referral agency concerns.

No further information has been received as a result of the extension of time from the applicant.

The Application has been assessed against the policy and specific controls of the Planning Scheme and it is considered that the proposed use and development is not consistent with the relevant scheme provisions, nor compatible with the adjoining and nearby land uses and would result in an unacceptable planning outcome particularly in relation to environmental issues and design and siting matters that give rise to land use compatibility issues.

This report recommends that a Notice of Refusal to grant a planning permit be issued.

**POLICY CONTEXT:**

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Economy

Outcome: A vibrant local economy which contributes to the municipality's economic prosperity

2.3 Objective: Promote Central Goldfields as a place of choice to live, work and play

**REPORT:****Proposal**

The application proposes subdivision of 73 Chaplins Road, Carisbrook into ten lots. The application also seeks to remove native vegetation, construct a road and undertake earthworks, construct a dwelling and outbuilding on each lot and create a restriction (building envelopes).

**Site and Surrounds**

The area of the subject land is approximately 20.6ha and is formally identified as Lot 2 on Plan of Subdivision 438334C (Vol. 11670 Fol. 519). The property is generally an L-shape with a square parcel missing from the north east corner. The site has road frontage to the east and south with the primary access currently off Chaplins Road. A copy of the aerial photograph is attached to this report, (see Appendix 1).

To the north and west the property abuts land zoned Rural Living (RLZ) and an area zoned Public Conservation and Resource Zone (PCRZ).

To the east of the property on the opposite side of Chaplins Road there is the Maryborough Harness Racing Club whilst to the south on the opposite side of Tullaroop Road there is land used for industrial purposes, most notably Centre State Asphalting. Both Chaplins Road and Tullaroop Road are fully sealed with table drains on either side whilst Tullaroop Road has a well vegetated road side to the north.

There are no dwellings on the site. The topography of the site is undulating with no significant drainage lines or watercourses. Towards the centre of the site there is a high point and from there the property falls towards each boundary; the steepest section grades are approximately 8%. The site has been grazed around the perimeter where it is generally clear of vegetation other than pasture grasses. Towards the centre of the site there are patches of remnant native vegetation. There is a small dam located towards the southeast corner of the site.

**Permit Triggers**Rural Living Zone

The subject land zoned Rural Living (RLZ) and is covered by Clause 35.03 of the Central Goldfields Planning Scheme. Under this clause and sub-clause 35.03-3 a planning permit is required to subdivide land. Each lot must be at least two hectares where connected to a reticulated water supply as specified in the schedule to the zone.

Under the zone a permit is not required to use land for a dwelling as long as the lot is at least the area specified in the schedule to the zone (2Ha), must be the only dwelling on the lot and meet requirements of Clause 35.03-2, noting that an overlay provision may require a permit for the construction and use of a dwelling.

The subject land is covered by four overlays. It is entirely covered by a Salinity Management Overlay (SMO) and Environmental Significance Overlay (ESO) and partially covered by a Bushfire Management Overlay (BMO) and Erosion Management Overlay (EMO).

### Salinity Management Overlay

Under the provisions of SMO at Clause 44.02, a permit is required to subdivide land, construct a building or construct or carry out works, and/ or remove, destroy or lop native vegetation.

### Environmental Significance Overlay

Under the provisions of the ESO and the Schedule 2 (ESO2) at Clause 42.0, a permit is required to subdivide land, construct a building or construct or carry out works and/ or remove, destroy or lop native vegetation.

### Bushfire Management Overlay

Under the provisions of the BMO at Clause 44.06, a permit is required to subdivide land.

### Erosion Management Overlay

Under the provisions of the EMO, at Clause 44.01 a permit is required to subdivide land, construct a building or construct or carry out works and remove, destroy or lop native vegetation.

## **Planning Scheme Provisions**

The purposes of the Central Goldfields Planning Scheme are as follows:

- *To provide a clear and consistent framework within which decisions about the use and development of land can be made.*
- *To express state, regional, local and community expectations for areas and land uses.*
- *To provide for the implementation of State, regional and local policies affecting land use and development.*

Council must take into consideration the State Planning Policy Framework (SPPF) and the Local Planning Policy Framework (LPPF) including the Municipal Strategic Statement (MSS).

## **State Planning Policy Framework**

### Clause 12.01-2S – Native Vegetation Management

The objective of this clause is 'To ensure that there is no net loss to biodiversity as a result of the removal, destruction or lopping of native vegetation'. Strategies to meet this objective include:

*Ensure decisions that involve, or will lead to, the removal, destruction or lopping of native vegetation, apply the three-step approach in accordance with the Guidelines for the removal, destruction or lopping of native vegetation (Department of Environment, Land, Water and Planning 2017:*

- *Avoid the removal, destruction or lopping of native vegetation.*
- *Minimise impacts from the removal, destruction or lopping of native vegetation that cannot be avoided.*
- *Provide an offset to compensate for the biodiversity impact from the removal, destruction or lopping of native vegetation.*

### Clause 13.02-1S – Bushfire Planning

*This policy must be applied to all planning and decision making under the Planning and Environment Act 1987 relating to land that is:*

- *Within a designated bushfire prone area;*
- *Subject to a Bushfire Management Overlay; or*
- *Proposed to be used or developed in a way that may create a bushfire hazard.*

*(The subject land is located within a Bushfire Management Overlay).*

The objective is 'To strengthen the resilience of settlements and communities to bushfire through risk-based planning that prioritises the protection of human life'. The strategies include bushfire hazard identification and assessment:

- *Consulting with emergency management agencies and the relevant fire authority early in the process to receive their recommendations and implement appropriate bushfire protection measures.*
- *Ensuring that strategic planning documents, planning scheme amendments, planning permit applications and development plan approvals properly assess bushfire risk and include appropriate bushfire protection measures.*

### Clause 13.04-3S – Salinity

The objective of this clause is,

*To minimise the impact of salinity and rising water tables on land uses, buildings and infrastructure in rural and urban areas and areas of environmental significance and reduce salt load in rivers.*

Identified strategies include:

- *Identify areas subject to salinity in the preparation of planning schemes and land use planning decisions.*
- *Promote vegetation retention and replanting in aquifer recharge areas contributing to groundwater salinity problems.*
- *Prevent inappropriate development in areas affected by groundwater salinity.*

### Clause 13.05-S – Noise abatement

The objective of this clause is:

*To assist the control of noise effects on sensitive land uses.*

The identified strategy is stated as follows:

*Ensure that development is not prejudiced and community amenity is not reduced by noise emissions, using a range of building design, urban design and land use separation techniques as appropriate to the land use functions and character of the area.*

The most relevant policy document (among others) is:

- *Interim Guidelines for Control of Noise from Industry in Country Victoria (Environment Protection Authority, 1989).*



### Clause 13.07-1S – Land use compatibility

The objective of this clause is:

*To safeguard community amenity while facilitating appropriate commercial, industrial or other uses with potential off-site effects.*

The identified strategies are:

*Ensure the compatibility of a use or development as appropriate to the land use functions and character of the area by:*

- *Directing land uses to appropriate locations.*
- *Using a range of building design, urban design, operational and land use separation measures.*

### Clause 15.01-3S – Subdivision design

The objective of this clause is:

*To ensure the design of subdivisions achieves attractive, safe, accessible, diverse and sustainable neighbourhoods.*

One strategy (among others) includes:

*In the development of new residential areas and in the redevelopment of existing areas, subdivision should be designed to create liveable and sustainable communities by:*

- *Protecting and enhancing native habitat.*

### Clause 16.01-5S – Rural residential development

The objective for this clause is:

*To identify land suitable for rural residential development.*

One of the identified strategies (among others) is:

*Ensure planning for rural residential development avoids or significantly reduces adverse economic, social and environmental impacts by:*

- *Protecting existing landscape values and environmental qualities such as water quality, native vegetation, biodiversity and habitat.*

## **Local Planning Policy Framework**

### Clause 21.09 – Protection of Land and Water Resources

This policy identifies the following issue (among others):

- *Retention of native vegetation and establishment of links to larger blocks of remnant vegetation is identified as a high priority for the Goldfields Bioregion in both the North Central Vegetation Strategy and the Victorian Biodiversity Strategy.*

### Clause 22.02 – Box Ironbark Forests

This local policy requires the exercise of discretion as indicated below:

*Where a permit is required for use or development, it is policy to:*

- *Require development proposals that include removal of remnant vegetation to submit an environmental management plan as part of planning permit application.*

*The plan must clearly indicate the area and quality of vegetation that is proposed to be removed and must demonstrate the following:*

- replacement planting of approved species so that there will be no net loss of vegetation.*
  - consistency with the North Central Catchment Management Authority's Vegetation Strategy.*
- *Seek comments, where appropriate, from the Department of Natural Resources and Environment and the North Central Catchment Management Authority.*

## **Zones and Overlays**

### Zone

#### Clause 35.03 Rural Living Zone

The land is located within the Rural Living Zone which includes as a statement of purposes (among other things):

*To implement the Municipal Planning Strategy and the Planning Policy Framework.*

*To protect and enhance the natural resources, biodiversity and landscape heritage values of the area.*

The relevant Decision Guidelines of this zone among the environmental issues, (among other things) include:

- *The impact of the use or development on the flora, fauna and landscape features of the locality.*
- *The need to protect and enhance the biodiversity of the area, including the need to retain vegetation and faunal habitat and the need to revegetate land including riparian buffers along waterways, gullies, ridgelines, property boundaries and saline discharge and recharge area.*
- *The location of on-site effluent disposal areas to minimise the impact of nutrient loads on waterways and native vegetation.*

### Overlays

#### Clause 44.02 – Salinity Management Overlay

One of the purposes of this clause (among others) is:

*To ensure development is compatible with site capability and the retention of vegetation, and complies with the objectives of any salinity management plan for the area.*

#### Clause 42.01 – Environmental Significance Overlay

The identified purposes of this clause include (among others):

*To identify areas where the development of land may be affected by environmental constraints.*

*To ensure that development is compatible with identified environmental values.*

### Clause 44.06 – Bushfire Management Overlay

At Clause 44.06-3 (Application requirements), an application must be accompanied by:

- A **bushfire hazard site assessment** including a plan that describes the bushfire hazard within 150 metres of the proposed development. The description of the hazard must be prepared in accordance with Sections 2.2.3 to 2.2.5 of AS3959:2009 Construction of buildings in bushfire prone areas (Standards Australia) excluding paragraph (a) of section 2.2.3.2. Photographs or other techniques may be used to assist in describing the bushfire hazard.
- A **bushfire hazard landscape assessment** including a plan that describes the bushfire hazard of the general locality more than 150 metres from the site. Photographs or other techniques may be used to assist in describing the bushfire hazard. This requirement does not apply to a dwelling that includes all of the approved measures specified in Clause 53.02-3.
- A **bushfire management statement** describing how the proposed development responds to the requirements in this clause and Clause 53.02. If the application proposes an alternative measure, the bushfire management statement must explain how the alternative measure meets the relevant objective.

### Clause 44.01 - Erosion Management Overlay

One of the stated purposes of this overlay is:

*To protect areas prone to erosion, landslip or other land degradation processes, by minimising land disturbance and inappropriate development.*

The most relevant Decision Guideline of this clause (among others), is:

*Whether the removal of vegetation will increase the possibility of erosion, the susceptibility to landslip or other land degradation processes, and whether such removal is consistent with sustainable land management.*

### **Particular Provisions**

At Clause 52.17 (Native Vegetation) the purpose of this clause is expressed as follows:

*To ensure that there is no net loss to biodiversity as a result of the removal, destruction or lopping of native vegetation. This is achieved by applying the following three step approach in accordance with the Guidelines for the removal, destruction or lopping of native vegetation (Department of Environment, Land, Water and Planning, 2017) (the Guidelines):*

1. *Avoid the removal, destruction or lopping of native vegetation.*
2. *Minimise impacts from the removal, destruction or lopping of native vegetation that cannot be avoided.*
3. *Provide an offset to compensate for the biodiversity impact if a permit is granted to remove, destroy or lop native vegetation.*
4. *To manage the removal, destruction or lopping of native vegetation to minimise land and water degradation.*

## General Provisions

### Clause 65 - Decision Guidelines

This clause states that,

*Because a permit can be granted does not imply that a permit should or will be granted. The responsible authority must decide whether the proposal will produce acceptable outcomes in terms of the decision guidelines of this clause.*

## Referrals

The application was referred to the following authorities:

Referral Authority	Referral Requirements	Determining or Recommending	Comments
CFA – District 2 Bendigo	Section 55	Recommending Clause 66.03	No objection subject to conditions
Central Goldfields SC - Engineering	Section 55	Determining Clause 66.01	No objection subject to conditions
Central Goldfields SC – Environmental Health	Section 55	Recommending	No objection subject to conditions
Central Highlands Water	Section 55	Determining	No objection subject to condition
DELWP	Section 55	Determining Cl 66.03 and Cl 44.02-7	No comment
		Recommending Clause 66.02-2	Objection: Does not adequately address requirements Cl 12 and Cl 52.17
Downer Utilities Australia Pty Ltd	Section 55	Determining Clause 66.01	No objection subject to condition
EPA Victoria – North West	Section 52	For comment under ESO2	Recommends permit not to issue
Goulburn Murray Water	Section 55	Determining Clause 66.02-5	No objection subject to conditions
Powercor - Bendigo	Section 55	Determining	No objection subject to conditions

VicRoads – WR	Section 52	For comment Vic Roads managed road	No objection
Central goldfields SC – Address Allocation	Section 52	For addition of permit note re addressing	Recommends Permit note

As can be seen from the above table, the Department of Environment, Land, Water, and Planning has objected to the granting of a planning permit for the proposed development.

The formal response from DELWP reads in part as follows:

*The Secretary to the Department administering the Catchment and Land Protection Act 1994 is a ‘determining referral authority’ under Clause 66.03 - 44.02-7 SMO and the Secretary to the Department of Environment, Land, Water and Planning (as constituted under Part 2 of the Conservation, Forests and Lands Act 1987) is a ‘recommending referral authority’ under clause 66.02-2 - Native vegetation.*

*Comment*

*The subject application is for the development of a 10-lot subdivision and the removal of 4.249ha of native vegetation.*

*Clause 12*

*The application as submitted has not adequately responded to the requirements of Clause 12 of the Central Goldfields Planning Scheme, the application has not adopted the principles and requirements as outlines in the incorporated document ‘Guidelines for removal, destruction and lopping of native vegetation DELWP, 2017’*

*Clause 52.17*

*The submitted documentation has not addressed the requirements of Clause 52.17 of the Central Goldfields Planning Scheme in the following regards:*

- The applicant has not provided evidence of how the application adequately addresses the three-step approach as required under both Clause 12 and Clause 52.17, as well as the incorporated document Guidelines for removal, destruction and lopping of native vegetation DELWP, 2017.*

*The purpose of Clause 52.17 of the Central Goldfields Planning Scheme is to ensure no net loss to biodiversity. This is achieved by applying the three-step approach of:*

- 1. Avoiding the removal, destruction or lopping of native vegetation;*
- 2. Minimising impacts from the removal, destruction or lopping of native vegetation that cannot be avoided;*
- 3. Providing an offset to compensate for the biodiversity impact from the removal, destruction or lopping of native vegetation.*

*The policy regarding native vegetation removal in Victoria is articulated in the Guidelines for removal, destruction and lopping of native vegetation DELWP, 2017. This policy requires that an application must demonstrate or provide appropriate evidence to show that no options exist to further minimize the impact of native vegetation removal that will not undermine the objectives of the proposed use or development.*

*This application has not adequately addressed the full three step approach; the application has bypassed steps one and two and focused on step three.*

*This is a strong shift from the 2013 policy where the focus for low level removal applications went to step three. There is a greater emphasis in the 2017 native vegetation policy on the avoidance and minimisation of impacts on native vegetation.*

*This application as submitted cannot be supported by the department.*

*Furthermore, the submitted ecological assessment is inconsistent, the assessor has labelled the site as box ironbark EVC, whereas the Native Vegetation Removal Report has the site as low rises grassy woodlands. No explanation has been provided to clarify why this has occurred.*

#### *Avoid and Minimisation*

*The applicant has not detailed how they have avoided and minimised the impact on native vegetation. The current project layout is not site responsive.*

*Further investigation should be undertaken to revise the projects impacts by ways such as reducing overall lot yield, realigning proposed property boundaries, realigning building envelopes and realigning accessways.*

#### Response

*The Department of Environment, Land, Water and Planning objects to the granting of a permit for the proposed development on the following grounds:*

- 1. The application does not adequately address the requirements of Clause 12 of the Central Goldfields Planning Scheme.*
- 2. The application does not adequately address the requirements of Clause 52.17 of the Central Goldfields Planning Scheme.*

#### **CONSULTATION/COMMUNICATION:**

The proposal was advertised by sending letters to adjoining landowners and placing a notice in a local newspaper. Three submissions have been received by Council.

1. Solicitors representing Maryborough and District Gun Club stating that:  
*The members of the Gun Club have expressed their concerns that a development may adversely affect their activities as a Club in the future if the residents of that proposed sub-division collectively lobbied your office with a view of imposing unreasonable restrictions concerning the activities undertaken at the Gun Club and its members.*

The submission suggests that, should the permit be granted:

*...the developers incorporate a letter of awareness and usage in the documentation supplied to the respective purchasers...*

2. John Bell - Andrews General Manager Centre State Asphalting has lodged a detailed submission objecting to the proposal. The principal reasons are summarised below:
  - *Preceding industrial development approvals have rendered Lot 2 on PS 438334 (the subject land), unsuitable for rural living development;*
  - *The proposed development conflicts with the Environmental Protection Authority (EPA) recommendations for minimum separation between existing industrial operations and residential uses;*
  - *The proposed development will result in unacceptable potential impacts to existing lawful industrial operations;*
  - *There is no overriding need, or community benefit, for the proposed development;*
  - *The proposed development:*
    - (a) Obstructs economic objectives and desired outcomes under Central Goldfields Shire Council's (sic) planning scheme;*
    - (b) Will not affect housing affordability or diversity outcomes under the planning scheme if the proposed development is not approved.*
3. John Wright who lives at the adjoining property to the west of the proposed subdivision. Mr Wright objects to the proposal on the grounds of its proximity to the industrial estate directly over the road and the increased traffic congestion.

#### Response to objections

The applicant has provided a detailed response to each of the matters raised in the above objections, based heavily on Environment Protection Authority (EPA) publication 1518, *Recommended separation distances for residual air emissions*. In summary, the applicant asserts that the proposed subdivision will not cause a negative impact to the operation of the asphalt plant based upon the following points:

- The proposed subdivision is for low density rural living whereby the allotments are 5 acres each;
- The location of the proposed sub division is elevated with respect to topography when compared to the asphalt plant;
- The prevailing wind direction is directly away from the proposed sub division;
- The plant and equipment is considered best practice and robust operational controls are implemented onsite;
- Site specific variation to the default separation distance is justified based upon criteria provided;
- EPA Victoria did not object to the proposal;
- No statutory referral authorities objected to proposal (other than RFI DELWP regarding Flora assessment).

Subsequently, that response was forwarded to EPA for comment. It appears that at the time of the initial referral to EPA, that EPA staff had not realised the proximity of the proposed subdivision to the asphalt plant. EPA staff have subsequently indicated that the EPA have

concerns about the proposed site-specific variation to the separation distances to the asphalt plant.

### **Assessment of Application**

The application is for the subdivision of the described land into ten lots in accordance with the proposed plan of subdivision. A copy is attached to this report, (see Appendix 2). The application also seeks to remove native vegetation, construct a road and undertake earthworks, construct a dwelling and outbuilding on each lot and create a restriction (building envelopes). A copy of the aerial photograph overlaid with the proposed lot layout is attached to this report, (see Appendix 3).

In relation to access and provision of services, the proposal satisfies the scheme provisions. All lots will be greater than the 2ha minimum required and can be serviced with reticulated water, power, telecommunications and gas. As reticulated sewerage is not available within the surrounding area any future dwelling on each lot will require its own wastewater treatment system and effluent disposal area. A Wastewater Feasibility Assessment has been prepared and provided with the application, although the applicant is careful to note that that report is not considered to be a Land Capability Assessment.

All proposed lots will have road access and habitable dwelling envelopes have been detailed for each lot and driveways indicated which are adequate for all weather and emergency vehicles access.

Proposed effluent disposal areas have also been detailed for each lot. It is asserted that these areas have been located to ensure that when the lots are developed that any wastewater generated on site can be treated and retained on-site in accordance with the relevant EPA codes and guidelines.

A Bushfire Management Statement has been provided with the application and CFA has not objected to the proposal subject to standard conditions.

### **Substantive Issues**

Firstly, the subdivision will require the removal of some native vegetation. It is noted that DELWP has objected to the proposal (see above) on the following grounds:

- 1. The application does not adequately address the requirements of Clause 12 of the Central Goldfields Planning Scheme.*
- 2. The application does not adequately address the requirements of Clause 52.17 of the Central Goldfields Planning Scheme.*

It should be noted that the application was referred to DELWP under two separate clauses of the planning scheme. That referral response states that the department is a *determining* referral authority under Clause 66.03 – 44.02-7 Salinity Management Overlay and a *recommending* referral authority under Clause 66.02-2 – Native vegetation.

Given that the department has objected to the proposal on Biodiversity grounds, its objection is regarded as a recommendation. Therefore, it is still open to Council to approve the application should it so determine.

An Agreement exists between Council and DELWP that sets out the kinds of applications that do not need referral or notification subject to the requirements and conditions contained within it. One part of that Agreement identifies applications made under Clause 44.02- (SMO) where



DELWP is a determining authority. It appears that the department relied on this Agreement when considering the original referral response and thus offered no comment.

Subsequently department staff clarified its position in correspondence to Council:

*The department has previously objected to the proposal for a 10 lot subdivision in Carisbrook on Biodiversity grounds. (Compliance with Clause 12 and Clause 52.17 was not demonstrated). The department was also referred the application under the provisions relating to the Salinity Management Overlay. While the proposal does not lead to a desirable outcome, the department does not provide any comment on this due to a lack of data*

Secondly, the proposal is in relative proximity to an existing industrial land use, namely the asphalt batching plant operated by Centre State Asphaltting in Tullaroo Road. While roads can provide a logical separation between land use zones, road widths are generally only 20m to 30m wide. For some activities, particularly industrial activities, a greater separation distance to any sensitive receptor (e.g. dwelling) is necessary to ensure conflicts between land uses do not arise.

Thus the recommended separation distances within the EPA guidelines should be adopted in order to avoid inappropriate development occurring. The critical reason for adopting separation distances is set out as follows in the guideline:

*Responsible planning therefore needs to take these issues into account by considering the potential impacts the proposed development might have on its surroundings, and the potential impacts that surrounding land uses might have on the proposed development. This guideline seeks to protect sensitive land uses from odour and dust by taking into account the potential impacts of industry encroaching on sensitive uses and the potential impacts of sensitive uses encroaching on industry.*

The recommended EPA separation distance to asphalt plants with a scale of greater than 100t production per week, from sensitive land uses such as dwellings is 500 metres. The proposed subdivision boundary is approximately 80 metres from the asphalt plant site boundary. All 10 of the proposed new building envelopes lie within a 500m radius from the boundary of the asphalt plant site.

While Centre State Asphaltting has invested funds in managing noise and operational processes on site, should the proposed subdivision proceed, the potential for further land use conflict may result. Essentially if approved, Council would be approving 10 residential land uses adjoining an active industrial property.

The reference to separation distances in the submission by Centre State Asphaltting has been derived from EPA Publication 1518, *recommended separation distances for industrial residual air emissions*. The applicant has responded that:

*It is critical to understand that the guidelines are for unintended odour and dust emissions. That is, for conditions that are not under normal operating conditions. The odour and dust emissions are an amenity issue. Noise, vibration, ambient and hazardous air pollutants are not covered in the guidelines and, are not relevant to the separation distance. It is also important to understand that the distance recommended in guidelines can be varied subject to site specific operational or environmental conditions.*

In support of the application to vary the relevant separation distance for this proposal, the applicant has provided an aerial photograph showing the separation distances proposed for the development. A copy of that aerial photograph is attached to this report, (Attachment 4).

Importantly, where a variation from the recommended separation distance is sought, approval should not be given by the planning authority or other responsible authority until the relevant land use separation issues have been resolved to the satisfaction of EPA.

The relevant EPA guideline states that:

*It should be the responsibility of the 'agent of change' to provide evidence to the planning authorities or other responsible authorities that a variation from the recommended separation distances is appropriate. For the purposes of this guideline, the 'agent of change' is the proponent of the proposed land use that will give rise to the consideration of separation distances.*

The table below illustrates the concept.

<b>Proposal</b>	<b>Agent of change</b>
New or expanded industrial land use is proposed	Industry
Sensitive land use is proposed	Proponent of the proposed development

Further, the supplementary referral response from EPA has identified the following concerns,

*In this case the agent of change is the proponent of the sensitive use. We note that the applicant has provided some detail addressing parts of Table 4 in EPA Publication 1518. Based on the information provided, it does not appear that the proponent has adequately justified a site-specific variation to the recommended separation distance.*

*Additionally, the applicant has not addressed the potential noise impacts the industrial use will have on the proposed sensitive use.*

*With the above considered and based on the information provided, EPA does not support Council issuing a planning permit.*

#### **FINANCIAL & RESOURCE IMPLICATIONS:**

The application has been assessed by Councils Statutory Planning unit.

Should the applicant appeal any decision that council makes there would be the cost of a VCAT hearing. This could be covered by existing staff resources.

**CONCLUSION:**

Given that provisions of the State Planning Policy Framework and Local Planning Policy Framework, the relevant zone and overlays all reference the importance of retaining native vegetation and that there is ample cleared ground on the property in which to locate new dwellings, this proposal is not considered to be an acceptable planning outcome. In the words of the Department of Environment, Land, Water, and Planning it is considered that the proposal is not site responsive.

Further, it is considered that the application is not persuasive in demonstrating that the proposed sensitive land use is compatible with existing, adjacent and nearby land uses.

A Council determination is sought for the application as the Council's Planning Officer recommends that a Notice of Refusal to issue planning permit be issued. Council must determine a position on the application for a planning permit and take one of the following options:

- I. Approve a planning permit and issue a Notice of Decision to Grant a Planning Permit for the proposal (with or without conditions); or
- II. Issue a Refusal to Grant a Planning Permit for the proposal; appeal rights apply to the applicant.

This report recommends that Council refuse the application.

**ATTACHMENTS:**

1. Aerial photograph of the subject site
2. Plan of Subdivision
3. Aerial photograph and Context
4. Proposed separation distances

**RECOMMENDATION**

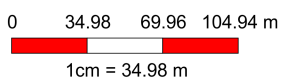
*That Council issue a Notice of Decision to refuse planning permit application PA 160/17 for a 10 Lot subdivision, removal of native vegetation, construct a road and undertake earthworks, construct a dwelling and outbuilding on each lot and creation of restriction (building envelopes) at 73 Chaplins Road, Carisbrook based on the following grounds:*

- a) The application does not adequately address the requirements of Clause 12 of the Central Goldfields Planning Scheme.*
- b) The application does not adequately address the requirements of Clause 52.17 of the Central Goldfields Planning Scheme.*
- c) The application is not consistent with State Planning Policy Framework Clause 13.07-1S of the Central Goldfields Planning Scheme.*
- d) The separation of the site from the nearby industrial land use is insufficient to manage potential noise impacts to the proposed residential uses.*
- e) Subdivision and subsequent development of the land for residential uses may limit the operation of the nearby industrial operations.*





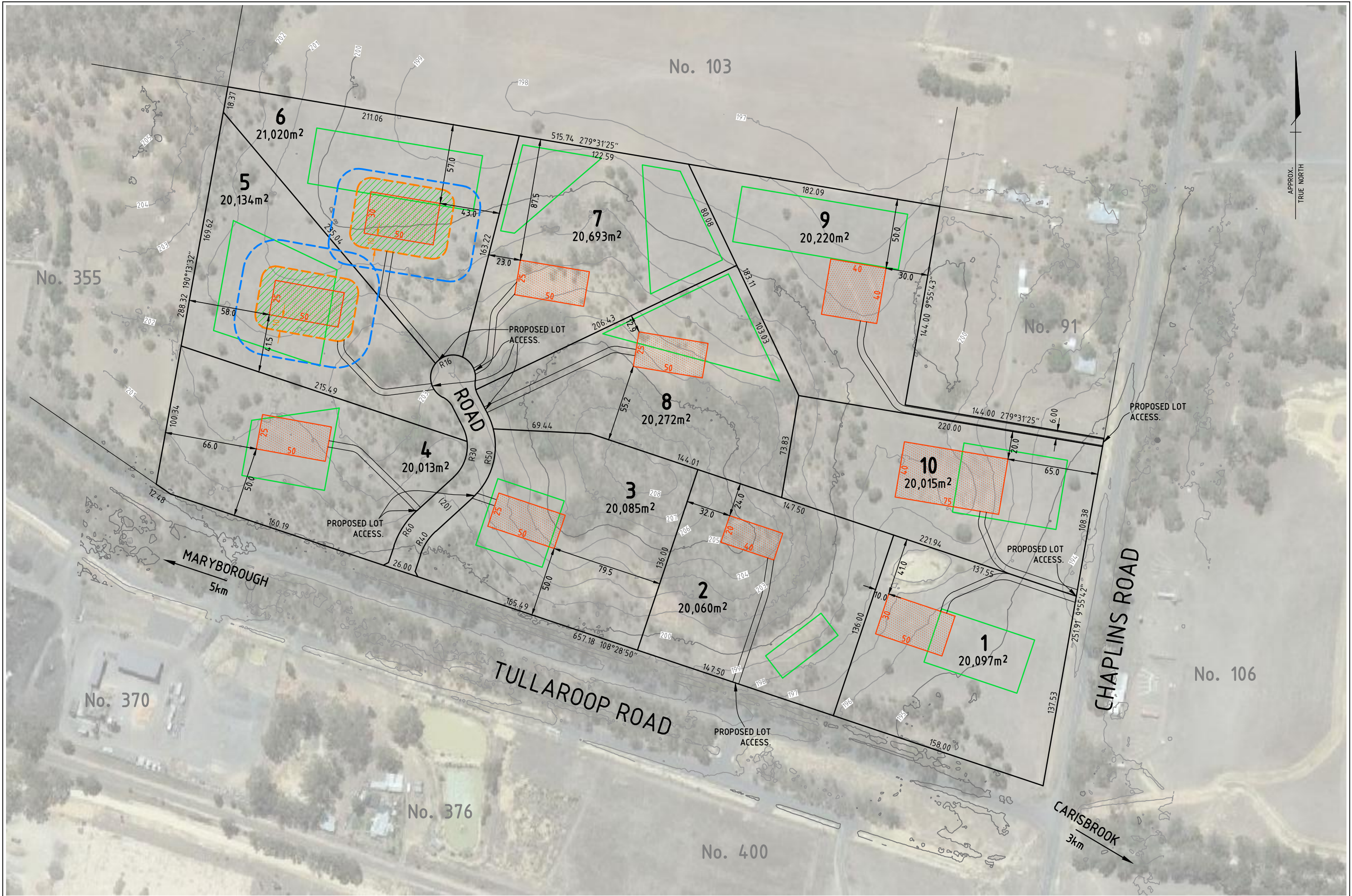
Scale 1 : 3,498











REV	REVISION DESCRIPTION	DATE	APP'D
B	PERMIT ISSUE	01/12/2017	
A	DRAFT		





GENERAL NOTES AND LEGEND	
1. APPROX. EXISTING SURFACE CONTOURS SHOWN (1m INT.)	
— 10m VEGETATION BMO CLEARING ZONE	
— BMO DEFENDABLE SPACE	
— VEGETATION CLEARANCE - 100% VEGETATION CLEARING TO BE IN ACCORDANCE WITH DEFENDABLE SPACE MANAGEMENT REQUIREMENTS	
— HABITABLE DWELLING ENVELOPES	
— PROPOSED EFFLUENT DISPOSAL AREAS IN ACCORDANCE WITH WPA	

DESIGNED	DRAWN	CHECKED	SCALE
-	M. JUNIPER	-	HOR - 1:2500
-	01/07/2017	-	HOR -25 -12.5 0 25 50
APPROVED			ORIGINAL SHEET SIZE A3 LENGTHS ARE IN METRES - LEVELS ARE TO AHD
<small>TOTAL PROPERTY DEVELOPMENTS (VIC) PTY LTD (ABN 73 136 905 041) - © COPYRIGHT            All Correspondence to PO Box 1278, Bendigo, Victoria, 3552 - 444 Hargreaves Street, Bendigo, Vic, 3550            T: (03) 5443 7977 F: (02) 8282 4755 E: damien@totalpd.com.au</small>			

RSD NOMINEES PTY LTD		FILE REF:
<b>CHAPLINS ROAD</b>		17065
73 CHAPLINS ROAD, CARISBROOK		DRAW REF:
<b>AERIAL &amp; CONTEXT PLAN</b>		ACP01
COUNCIL	WATER AUTHORITY	REVISION
CENTRAL GOLDFIELDS SHIRE	CENTRAL HIGHLANDS WATER	B
REF: -	REF: -	SHEET
		1 OF 1





<b>KEY:</b>		<b>GENERAL NOTES:</b>			Client: <b>RSD NOMINEES</b>	Drawing Title: <b>SITE MAP #166</b>
	PROPOSED BUILDING ENVELOPE	-AERIAL PHOTOGRAPHY IS PROVIDED FOR ILLUSTRATIVE PURPOSE AND MAY NOT REFLECT CURRENT SITE CONDITIONS			Project: #166 - 04	Drawn: LC
	WATERWAY	-DIMENSIONS AND AREA SHOWN ON THIS PLAN ARE APPROXIMATE ONLY AND SUBJECT TO SURVEY		Location: LOTS 1-10 73 CHAPLINS ROAD, CARISBROOK VICTORIA	Project - Drawing No. #166 -04	
	PROPOSED DRIVEWAY				Date: 22-02-2019	
						Figure No. - Rev. A

				PO BOX 797 STRATHFIELDSAYE, VICTORIA, 3551.
A		22-01-2019	DE	M:0413066065 ADMIN@EDWARDSENVIRONMENTAL.COM
REV	REVISION	DATE	CHK/CFD	

## 8.6 OPEN DATA POLICY

**Author:** Information Systems Administrator

**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.*

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### SUMMARY/PURPOSE:

The purpose of this report is to recommend that Council adopt the Open Data Policy.

Council as an organisation can benefit from publishing some of its information as Open Data, however in order to do this it needs to have a framework for identifying, managing and publishing this information. This framework is best described in an Open Data Policy. Putting this policy in place allows Council to take advantage of emerging digital innovations.

### LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Economy

**Outcome:** A vibrant local economy which contributes to the municipality's economic prosperity.

**2.6 Objective:** Grow the digital capability of the Shire

**Initiative:** Encourage Digital Growth Platforms

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Organisation

**Outcome:** Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.

**4.2 Objective:** Provide effective and accessible community information and opportunities community contributions to policy and program development

**Initiative:** Develop a website that is accessible, easy to use allows transactions to be conducted on line.

### BACKGROUND INFORMATION

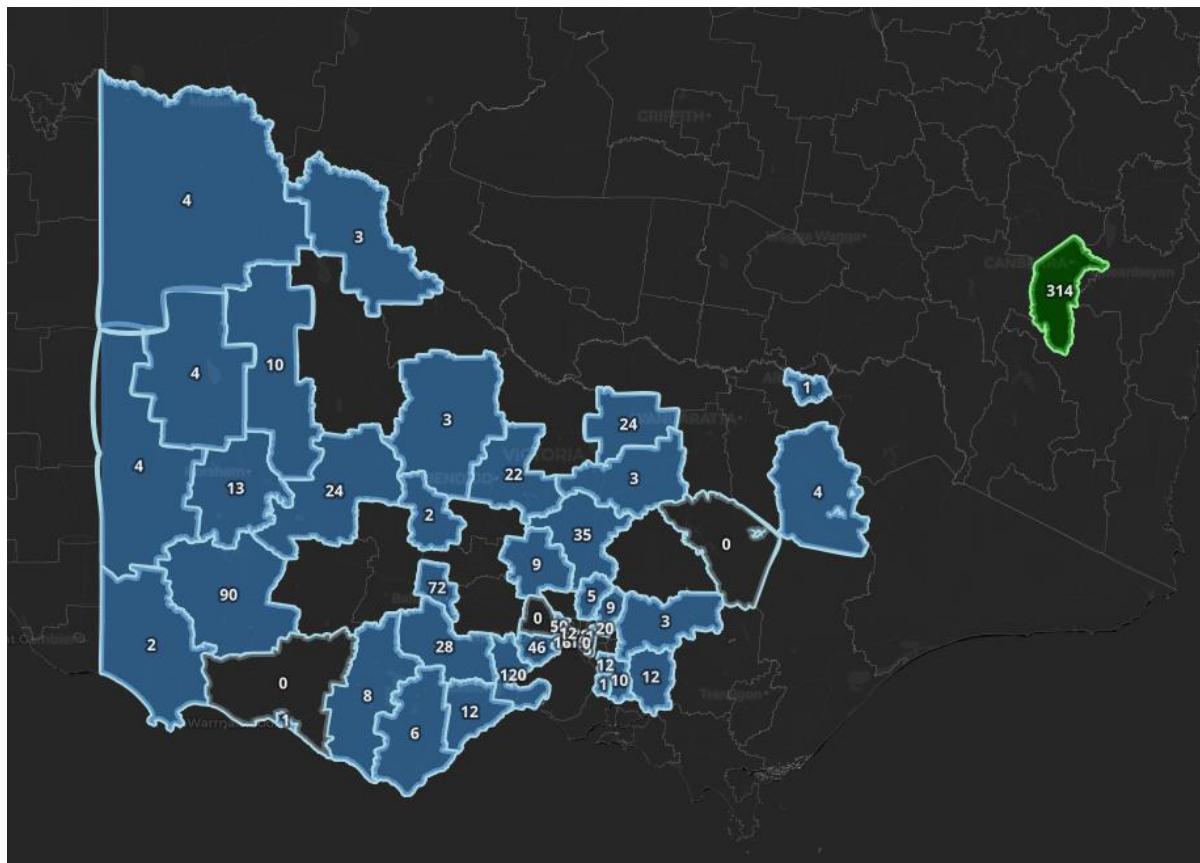
As a result of trialling a web mapping product that is utilised by a number of other Councils, it has been identified to gain maximum benefit from this project, Council will need to publish more open data.

Potential improvements identified in Council's annual benchmark report provided by the Local Government Spatial Reference Group has led to two Council datasets already being published on data.gov.au. These have been valuable for the recent test of a public web map and both these data sets are publically available through existing channels. These are waste collection information and dog walking areas.



Local Government as a sector has in general embraced the Open Data movement with many councils publishing multiple datasets to data.gov.au thus allowing them to be visible in public web mapping sites and consumed by other organisations.

Map of Councils in Victoria publishing open data.



To promote the digital growth of our organisation and support our community, publishing information as open data allows access to it using a variety of platforms and by a wide range of organisations, including educational and research bodies, other government agencies and service authorities.

All open data published to data.gov.au is viewable at <https://www.nationalmap.gov.au/>

The following information is taken from the Open Council Data website.

### *General principles*

#### *Open by default*

*One idea that is becoming increasingly common in open data literature is the principle of 'open by default'. That is, there is a presumption that any information that is already public and that doesn't contain personal information should be published as open data. (This is the approach adopted by New York City, for example.) An 'open by default' approach can streamline the publishing process and can work well where councils already publish data in non-open formats.*

*While this may be the recommended approach for certain councils, there is no requirement for all councils to open data by default. Councils wishing to become involved in open data can publish incrementally after assessing the relevant data, perhaps working towards*

*targets for a certain number of datasets to be released. This incremental approach will also achieve the aims of open data and may be particularly appropriate for councils that are new to publishing.*

#### *Free or Low Cost*

*Although they may differ slightly when it comes to the issue of low cost vs no cost, commentators generally agree that fees should not be a barrier to accessing open data. This is particularly so where data is provided online and the costs associated with publishing are low.*

*Consistent with this, councils such as the City of Melbourne have explicitly stated that data should be provided for free except where this conflicts with legislative provisions. This accords with the Victorian Government DataVic Access Policy which states that, where possible, data should be provided at no or minimal cost.*

#### *Licensing*

*Creative Commons licences provide a standardised way to give the public permission to share and use material.*

*The open council data toolkit will focus on releasing data under creative commons by attribution (CC-BY) licences as this is a common choice in the Australian open data context. A CC-BY licence meets the requirements for open licensing, as it attaches minimal restrictions to the data, while still requiring the original content-creator (e.g. the council) to be credited.*

#### *Choosing what data to focus on*

*The toolkit includes a list of typical datasets that new councils may wish to release as a starting point. If you would like further guidance on the datasets to prioritise, you may want to consider:*

- What datasets fit best with your council's strategic plan?*
- What data would be easiest to release?*
- What data have other councils released? Could you also release this type of data? (This may make it easier for you to leverage off work being done with other councils' datasets.)*
- What sorts of data releases might save you time in the long term? (For example, do you often get requests for a particular type of data? Would it save time in future if you could simply point people to your open data?)*
- What sort of data does your community want?*

*Some councils may prefer an incremental approach, beginning with the typical datasets set out in the open council data toolkit and branching out from there.*

#### *The question of data quality*

*While data quality is an important consideration, it need not be a barrier to publication, provided you are up-front about any limitations on the data. Publication of open data can promote engagement with the public, and you may even be able to find people in the community who are willing to help improve the data quality.*

### *Privacy and confidentiality*

*Open data is quite separate from personal or sensitive information. The term 'open data' applies to information collected by councils that does not have privacy or security implications. In contrast, personal information or information pertaining to topics such as national security is kept confidential and is not suitable for release to the general public.*

*Under Victorian privacy law, 'personal information' is information or an opinion about an individual:*

- whose identity is apparent, or*
- whose identity can reasonably be ascertained*

*Sometimes it is possible to alter or redact a dataset so that it no longer contains personal information, for example, by removing references to private addresses. It may also be possible to aggregate data so it shows broad trends rather than specific information about individuals or groups.*

### *Where to publish*

*For simplicity, the toolkit focuses on publishing to the Australian open data portal at [data.gov.au](http://data.gov.au). Publishing to a central repository will make it easier for the public to access data across jurisdictions. This will broaden the range of possible uses of the data.*

### *Managing the publishing process*

*The process for publishing open data may seem daunting for councils without specialist knowledge in data management or GIS. However, organisations such as Socrata emphasise that open data implementation doesn't always have to be centred on IT and can be relevant to anyone who handles information. In recognition of this, the open council data toolkit contains a step-by-step guide which walks through the technical aspects of preparing and publishing open data.*

### *How long will it take me to prepare and publish my data?*

*Councils that have published open data have reported that it can take as little as 1-2 hours to prepare and upload a dataset, assuming staff have prior experience with the process. Councils may choose to begin with simple datasets to minimise the initial investment required.*

## **REPORT**

Council is already utilising some open data, primarily Address and Property for which there are well established procedures for Council to supply the information to Land Use Victoria, which it then receives back in a standard format. State Government has already legislated to provide open data and so many of the state held framework datasets have been available as open data for some time. This is why many online portals are available with maps in them supporting state government business objectives and services such as online planning maps, a multitude of DELWP department maps relating to Fire, Resources and Recreation.

Other Councils have data such as the Capital Works information, asset and project information, tourist and visitor infrastructure and event information published on [data.gov.au](http://data.gov.au)

There are many municipalities already using a Public Web Map including Norther Grampians and Horsham. Their data is available to the public through:

<http://northerngrampians.pozi.com>

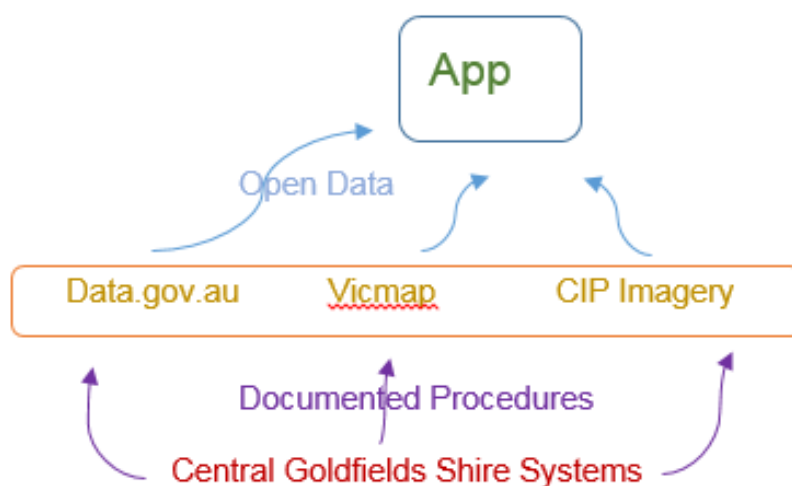
<http://horsham.pozi.com>

The best recognised repository of government open data is data.gov.au. Much of this open data that is spatial can be viewed in its basic form in the National Map <https://nationalmap.gov.au/>

Central Goldfields now has <https://centralgoldfields.pozi.com> available both internally to staff and externally to the public. This has just gone live so as yet has not been promoted. The only council data published here so far is our Waste collection data and the dog walking areas. This information is already publicly available.

To place more information in our map we need an Open data policy.

### How it works



The Policy provided has been drafted from a template provided in the International Open Data Charter and has been cross referenced with a number of other Councils' Open Data Policies for consistency. The standards referenced are being used across the sector to make publishing a whole of state set of local government information a reality in the not too distant future.

### CONSULTATION/COMMUNICATION

Once an Open Data Policy is adopted, part of Council's process will be to promote the publication of any new open data sets to the community and any other authorities that we think may find them useful.

Whilst the POZI web site is discoverable by the public currently, it has not yet been promoted to the public, but this will happen once the Open Data Policy is adopted.

### FINANCIAL & RESOURCE IMPLICATIONS

This policy will allow consumers of Council information including Council itself to have easier access to information whilst requiring less of Councils resource to do so.

For example;

1. A public web map or App containing the waste collection information can assist customers to easily find the dates of their next collections
2. A staff member working off site can easily access information in a variety of ways
3. Councils, government or agencies, working on strategic or group projects can access information from all Councils involved in the same format.

Council currently has the necessary software, hardware and skills to begin publishing information as per this policy now. Staff resources to evaluate new open data sets and set up the ongoing processes will be required to adequately manage the open data in accordance with this policy.

Once data is identified and automatic publishing set up, the process requires minimal ongoing resources.

As the policy indicates there will be some resource required to:

1. Identify custodians/business owners of any data sets published.
2. Ensure that any data identified as open is adequately maintained.

## **RISK MANAGEMENT**

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

## **CONCLUSION**

Council should adopt and implement an Open Data Policy which will facilitate the improved internal management of data identified as Open Data. This improved management will ensure that the data is in the best condition it can be for both internal and external use, thereby increasing Council's credibility, accountability and transparency.

The availability of Central Goldfield Shire Open Data will also improve communication and facilitate digital development opportunities for both the organisation and the community.

## **ATTACHMENTS**

- 1 Open Data Policy

### **RECOMMENDATION:**

*That Council adopt the Open Data Policy.*



# Open Data Policy

Category: Corporate Performance  
Adoption: Council Date:.....  
Review Period: Three Years  
Responsible Manager: General Manager Corporate Performance

Signed by CEO: .....

Date: .....

## 1. Purpose

---

Council is committed to publishing open data to:

- Provide greater transparency and accountability.
- Support and drive innovation and economic opportunities.
- Generate greater value for the community.
- Foster community engagement and collaboration.
- Comply with our obligation under the Victorian Freedom of Information Act which encourages the routing and proactive release of information.
- Simplify and facilitate the release of datasets to the public in a safe and consistent manner.
- Provide opportunities for more cost effective, efficient and responsive government.

## 2. Scope

---

This policy covers all data sets and databases owned and held by Council and stored in formats including hardcopy, electronic (digital), audio, video, image, graphical, cartographic, physical sample, textual, geospatial or numerical form. Data does not include software.



## 3. Policy

---

Council's approach to open data is based on the following principles:

1. Open by default
2. Publication
3. Licensing
4. Cost
5. Aligned with industry standards
6. Relevant, accurate, complete

This also aligns with the International Open Data Charter, which is supported by the Australian Government.

### **Open by default**

Data owned, collected and stored by Council will be made freely available in a format that can be easily used. Council will ensure appropriate safeguards are established and maintained for sensitive information and to rigorously protect individuals' right to privacy.

Council will also actively encourage other information owners to openly release data sets that could add value to our community. Council will encourage those owners to adhere to the same principles as Council to ensure data sets can be amalgamated when it makes sense to do so.

### **Licensing**

Council data will be made available under flexible licences, allowing for unrestricted reuse by the public. Creative Commons Attribution 4.0 International (CC-BY) is the default licence for data released under this policy. This license is recommended to all tiers of the public sector as the licence of choice for open data by the Australian government. Under this license, no warranties are given regarding the accuracy, maintenance and ongoing provision of any dataset.

### **Publishing**

Council data released under this policy will be published on the Australian Government open data portal [www.data.gov.au](http://www.data.gov.au). Where possible, automatic publishing tools will be used to keep published data current.

### **Cost**

With limited exceptions, Council data will be made available to the public at no cost to encourage widespread uptake and use.



## Standards and Metadata

Central Goldfields Shire is committed to managing open data in accordance with relevant legislation and key industry standards including but not limited to:

- Principles of the International Open Data Charter <https://opendatacharter.net/principles/>
- Open Council Data Standards <http://standards.opencouncildata.org/>
- Creative Commons 4.0 license agreement

## Exceptions

Data may be exempted from this policy if required for reasons of privacy, confidentiality, public safety, security and law enforcement, commercial in confidence, public health or compliance with the law.

## Evaluation

Data is suitable for open release provided it meets the following criteria:

- There is a reasonable volume of related records to form a data set.
- There is a clearly identified business owner to review, approve, manage and maintain the data set.
- The data set does not contain personally identifiable information.
- The data set is not deemed commercially sensitive.

## Identifying data sets for open release

Providing the above criteria have been met, data sets which have the following attributes will be considered for quick release:

- Information is already being published in other formats e.g. GIS data, web site, social media.
- Complete Data sets that are immediately available for release.
- Data sets are unlikely to be controversial if released.

Reviewing past freedom of information (FOI) requests may also assist identifying data sets relevant for open release.

Consideration will then be given to identified data sets which:

- Support Council's strategic priorities and transformations.
- May deliver new services or applications.
- May provide greater economic, transparency or policy benefits if made publicly available.

- Improve service delivery or reduce associated costs.
- Enable external services.
- Provide a base for the development of innovative solutions aligned with community values.

## Benefits

Providing information through open data enables community innovation and provides opportunities for solution co-creation. Open data is also expected to:

- Improve personal and business decision making based on improved access to information.
- Enhance Council transparency and build trust with our community.
- Provide a base to stimulate economic activity and support innovative solutions for our community.

The specific benefits associated with open data varies between data sets. The value that can be derived from each data set is also dependent on its application.

Council aims to identify potential value/benefits for each open data set as it is released. Open data releases will be promoted to parties who may benefit.

## 4. Definitions

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### Business Owner

As individual within the organisation, operating at the third level of responsibility or higher who is the natural custodian for a dataset.

### Commercially sensitive data

Data classified as commercially sensitive is strategically important, may provide a critical competitive advantage or may be restricted for reasons of privacy, public safety, security and law enforcement, public health, pre-existing contractual arrangement or compliance with the law.

### Council

The Central Goldfields Shire Council.

### Data Set

A collection of related, discrete records sharing a common structure which can be managed as a single unit.

### Open Data

Open data is one or more data sets that anyone can access, use, modify, share and build upon.

### Open data platform

A web based portal through which the community can access and download open data.

### Standards

Quality controls that datasets must comply with if they are to be released as Open Data.

### Metadata

Tags that are attached to open data files, which provide information about the dataset.

## 5. Roles and Responsibilities

---

Person/s responsible	Accountability
<b>Business Transformation Manager</b>	<input type="checkbox"/> Implementation, evaluation, publishing and open data register
<b>Business Owners</b>	<input type="checkbox"/> Review, approve, manage and maintain identified data sets

## 6. Human Rights Statement

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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. Related Policies and Procedures

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Privacy and Data Protection 2013

Privacy Policy

Privacy Procedures

## 8. Relevant Legislation and Guidelines

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- Principles of the International Open Data Charter  
<https://opendatacharter.net/principles/>
- Open Council Data Standards  
<http://standards.opencouncildata.org/>
- Creative Commons 4.0 license agreement

## 8.7 ENERGY BREAKTHROUGH BUSINESS PLAN

**Author:** General Manager Community Wellbeing

**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.*

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### SUMMARY/PURPOSE:

The purpose of this report is for Council to endorse the findings, recommendations and planned next steps of the Energy Breakthrough Business Plan, which was endorsed by the Energy Breakthrough Special Committee on 6 August 2019.

### LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Economy

**Outcome:** A vibrant local economy which contributes to the municipality's economic prosperity.

**2.7 Objective:** Capitalise on tourism and the visitor economy through growth of events and promotion of unique local experiences.

**Initiative:** Review and update the business and marketing plan for Energy Breakthrough.

### BACKGROUND INFORMATION

Energy Breakthrough, (EB) which is jointly managed and delivered by Council and Country Education Partnership (CEP) through a Special Committee of Council (The Committee) is the largest and longest running science, technology, engineering and maths (STEM) educational program in the country. The celebration event, hosted in Maryborough each year for the last 28 years is the largest annual event in regional Victoria, attracting over 23,000 visitors each year.

The Committee appointed ARC Ventures and Oregional Collective in early 2019 to develop a business plan to sustain and continue to grow the EB event in Maryborough. The business plan has now been completed and endorsed by the Committee.

### REPORT

The EB business plan is structured around five themes with goals and recommended actions presented for each. The five themes are:

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

In total the plan makes 49 recommendations linking to 21 goals across the five theme areas. These are set out as part of the business plan summary (Attachment 1).

As a direct result of recommendations from the business plan, the Council and CEP are working towards the development of a partnership agreement which would establish shared intellectual property for the EB.

In addition, the Committee has undertaken, subject to the availability of start-up funding, to support the creation of a new role to support EB which would be focused on investment attraction.

The business plan is wide-ranging and presents practical direction in improving the efficiency and ongoing viability of the EB. Further work is required however in order to develop a more high-level strategic plan to complement the work already undertaken. This plan should identify:

1. A strategy to grow sponsorship and other investment, particularly through targeted partnerships with STEM focused business;
2. New ways to better showcase sustainability in event management;
3. New ways in which experiential STEM based learning and innovative technologies can be incorporated into the event
4. New ways to position the event which will better engage and grow the local visitor economy not just during the event but throughout the year.

## **CONSULTATION/COMMUNICATION**

The business plan was prepared in conjunction with local community groups, including the EB Operational Group and Local Planning Committee which is comprised of local volunteers and business leaders.

## **FINANCIAL & RESOURCE IMPLICATIONS**

The EB continues to require an annual investment from Council to support set-up costs, event planning and management. The commitment of additional resources from Council, to attract investment which supports the event will require additional short term investment of up to \$8,000

In the medium term (6 months or fewer – and within this financial year) it is anticipated that the investment generated through this new role will offset any initial outlay and will serve to reduce the annual cost to council of staging the EB event.

## **RISK MANAGEMENT**

The EB is a well-established and successful education program and event. The creation of a business plan and an associated strategy for the consolidation and growth of the EB is a necessary use of resources to continue this success.

The plan mitigates against the risks of the program or event becoming stale, becoming less popular or attracting less investment.

## **CONCLUSION**

The EB business plan together with the emergent strategy for development and investment provides a strong platform for the continued growth of the EB and for the Shire to leverage greater benefits for the economy and the community.

## **ATTACHMENTS**

1. Energy Breakthrough Business Plan Summary Presentation
2. Energy Breakthrough Business Plan Report

## **RECOMMENDATION**

*That Council endorses the Energy Breakthrough Business Plan.*



**ENERGY**   
**BREAKTHROUGH**

# **BUSINESS PLAN 2019**

**summary**

**LET'S START >**



# Background

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

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

School groups work throughout the year to design, build and test machines within detailed specifications.

The program encourages participants to examine and use the latest technology while considering its impact on the environment and the way people live locally and globally. It requires a team effort and an across-the-curriculum approach. These groups then bring their vehicles and machines to Maryborough in Victoria for a huge celebration in which they can demonstrate and trial them in action.

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

The EB business plan was developed by ARC Ventures and Oregional Collective as commissioned by the **Central Goldfields Shire Council** and on behalf of **Country Education Partnership**. The plan was commissioned to identify specific ways to minimise risk and maximise opportunities to help ensure the future of the celebration event by considering all areas of sustainability, not only for the region's benefit, but also for the commitment to the STEM education program.

# ACTION AREAS

The plan is structured to address 5 action areas:

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

Each action area outlines a series of high level goals, actions required to achieve those goals and linked recommendations for further development

# ACTION AREA 1: PARTNERSHIPS

## GOALS

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

# ACTIONS

1. Finalisation of a legally binding partnership agreement through formal consultation / meeting with CGSC and CEP.
2. Establish and promote a job role for a Sponsorship & Grants Coordinator, who will develop the Sponsorship Strategy.
3. Update the Sponsorship and Advertising package documents where in agreeance. These were reviewed in February 2019 and provided in March 2019 to the CGSC Chief Executive Officer along with the website review that was also conducted providing particular recommendations around areas that would assist with sponsorship benefits / sales. Distribute and upload revised documents accordingly.
4. Upon the recruitment of a Sponsorship & Grants Coordinator, conduct a sponsorship brainstorming session with members of the Partnerships Team to document specific businesses, including advertising agencies, that would be a good fit for sponsorship. Suggested industries to consider are included in the body of the plan under the header 'sponsorship market'.
5. Send invitations to potential sponsors to attend to the event, who would then be hosted by available members of the S.86 Committee along with the Sponsorship & Grants Coordinator.
6. Two key members of the S.86 Committee (and Partnerships team) to attend part of a scheduled CEP Board meeting to discuss potential sponsors as well as ways to attract donations from education philanthropists via their contacts which could include some from CEP's membership program.
7. The opportunity to participate in planning and delivery of the event to be better publicised in the community and occur throughout the entire event planning cycle.
8. The online portal for volunteer applications to be open all year round.



# ACTIONS

9. It is recommended that the collection method of volunteer information be implemented in a consistent manner before, during and after the event with the aim of collecting contact details for all event volunteers (including volunteers provided by schools and community groups) with consideration of Privacy Laws.
10. Working in partnership with the Committee for Maryborough, support the ongoing engagement with the business community through participation in a working group involving representation from Committee for Maryborough, EB S.86 Committee members, EB Event Management team and local business operators. The initial activities for the working group include:
  - Development of a strategy to re-engage with the local business community
  - Improvements to communication channel between EB and the business sector
11. A strategy to be developed focusing on sponsorship or advertising partnerships with identified businesses who directly benefit from the event. This includes accommodation providers, supermarkets, hospitality and corporate retail chains.
12. Plan for and conduct a research & analysis project on the full impact of EB, using some or all of the below methods:
  - a. Media Monitoring
  - b. Onsite, Schools, CEP, Local Business, Community Group and Volunteer surveys
  - c. Polls on Facebook
  - d. REMPLAN, where feasible
  - e. Surrounding shire economic impact statements or analysis via REMPLAN
  - f. Direct spend from event budget

# RECOMMENDATIONS

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

# RECOMMENDATIONS

## VOLUNTEERS

- g) We recommend Volunteering Australia as the go to subject matter expert and in particular the National Standards for Volunteer involvement be used as a framework for supporting EB volunteers.
- h) The National Volunteer Guide produced by Not-for-profit Law can support the Risk Mitigation & planning team in managing volunteer management practices, risks and issues.
- i) Creation of a Volunteer Handbook (electronic & printed) including PD's training, mandatory requirements, pathways, recognition register, reporting lines, and complaints management.
- j) Bring all the information together in one place for the volunteer database - include mandatory checks (WWCC, marshal training complete) and next of kin. Store on this on the shared drive or an online management / governance portal.
- k) Development of a volunteer recognition register supporting nominations of volunteers who go the extra mile.
- l) Improved transparency around decision making practices through the development of a Policy relating to induction into the Hall of Fame.
- m) Consider ways to celebrate volunteer contribution - community event, certificates, inclusion in Australia Day awards ceremony, badges signifying long service.
- n) Ongoing and timely communication (all year round).
- o) Documented volunteer role opportunities and pathways to upskill and transition to new roles.
- p) To assist managing volunteer fatigue we recommend the use of school volunteers at Marshalling points to be extended into the secondary events.
- q) Development and implementation of a succession plan considering key volunteer roles.
- r) Exit interview/survey process to be considered for volunteers who no longer participate.

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



# ACTION AREA 2: FINANCIAL SUSTAINABILITY

## GOALS

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

# ACTIONS

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

# ACTIONS

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

# RECOMMENDATIONS

- A. Establish a contractor role for a Sponsorship & Grants Coordinator and Volunteer Coordinator.
  - a. The estimated cost for the Sponsorship & Grants Coordinator should be noted as between \$25,500-\$15,000 for 19/20 FY increasing to \$18,750-\$22,500 for 20/21 FY.
  - b. The estimated cost for the Volunteer Coordinator should be noted as between \$15,000 to \$18,000 PA to implement the changes around volunteer coordination detailed in this plan.
  - c. As detailed in Action Area 3 - Structure & Human Resources the role of Volunteer coordinator could be trialled utilising a Volunteer Leadership Team which would remove the costs related to engaging a contractor for this role.
- B. Details (quotes) on any expenditure over \$10,000 be presented at S.86 Committee meeting or by formalised approvals process where a quick turnaround is required.
- C. Consider a change to the budget layout to support funding submissions and to make it more operationally friendly. Refer to suggested layout in Part B: Documentation and Appendices.
- D. CGSC to calculate annually the staffing costs towards EB rather than August - December and include the hours of the Finance Manager
- E. Undertake a feasibility study on the introduction of a billeting program to support volunteer and sponsor accommodation. This study would be led by the Event Director and Manager Tourism, Events and Culture.
- F. Source competitive quotes for merchandise locally as a priority, then regionally. Otherwise consider direct purchasing online with reliable supplier. It is recommended that research is conducted into the prices available online prior to any continuing conversations on this budget item.



# RECOMMENDATIONS

- G. Reconsider the spend onwards TV advertising and radio advertising and work directly with the Online Manager to fully understand the opportunities and costs related to the creation of phone APP to streamline team information.
- H. Clarify the non-community club vendor fees and have conversations around where they are currently priced in a S.86 Committee meeting (i.e. coffee carts, ice-cream).
- I. Explore potential opportunities to establish a range of merchandise as a new revenue stream through consultation with schools to establish if a market/need exists.
- J. Consider an EB volunteer run stall with items / activities such as motivational temporary tattoos, aerodynamic hairstyles, EB colour palette nail polishing painting station, team bracelet making, team face painting, all charged out at agreed upon prices. Pricing recommendations are within the body of the plan.
- K. Discuss what services / infrastructure could be potentially put out in a bulk tender with other shire / HPV or regional events.
- L. Add fundraising to the next S.86 Committee meeting to discuss in general as well as the list of ideas itemised within the body of the plan. Include new and developed income initiatives including full initiative costs and potential returns.

# ACTION AREA 3: STRUCTURAL & RESOURCE MANAGEMENT

## GOALS

- Our business structures are designed to support good governance practices.
- Every person involved in the planning and delivery of EB has a clearly defined role and understands their key responsibilities.
- Human resource requirements are supported through a mix of volunteers, employees and contractors to share workloads and address capacity limitations.

# ACTIONS

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



# RECOMMENDATIONS

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

# ACTION AREA 4: THE EVENT

## GOALS

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

# ACTIONS

1. Surveys to key stakeholders to be sent immediately following the event so feedback is fresh and in a consolidated format.
2. A full review of the Event Management Plan should occur to determine which areas need work and a timeline/responsibilities task list developed.
3. A communication strategy be developed with the aim of linking with platforms and plans that already exist within the partner organisations.

# RECOMMENDATIONS

- A. Continue with post event debrief within 2 weeks of the event.
- B. Conduct a brainstorming / planning session with key contractors and S.86 Committee during February prior to entries opening to discuss any new or developed initiatives.
- C. Review of post event survey questions for participating schools by the Education & Communications Team to ensure baseline data is collected to support event sustainability & growth.
- D. Creation of a lessons log to capture information from the debrief sessions, survey responses and other feedback received from people involved in the event.
- E. The development of a marketing plan.
- F. A full review of insurances including CGSC, CEP and Key Contractors. Looking to consider Public Liability, Professional Indemnity, Inclement weather and WorkCover as a minimum.
- G. Continue to review of the registration process to support increased fairness and inclusion. This could include a process of random selection a set criteria (i.e.: 5 new schools, previous winner, against 'x'% regional, etc). There is a RAND function on excel to support this process, or otherwise programs / apps also exist. This review should be implemented by the Education and Communication team.
- H. **It is recommended that the following actions occur prior to the 2019 event:**
  - An internal review of all documents pertaining to the Emergency Evacuation Plan.
  - A review of the formal structure required for the Committee to effectively oversee the Risk Management activities of the EB, including a formalised process for sign off on the RMP.
  - A review of the current and required communications relating to the RMP along with the roles and actions required from the plan.
  - Consolidation of related documents into a Master Risk Management Plan.
  - A meeting with Emergency Services specifically relating to the risks and emergency evacuation procedures.
  - The CGSC Risk Management Policy be reviewed and updated to ensure it is consistent with AS/NZS ISO 31000:2009, including a Risk Appetite Statement.

# ACTION AREA 5: GOVERNANCE

## GOALS

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



# ACTIONS

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

# RECOMMENDATIONS

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



# Energy Breakthrough Business Plan

JUNE 2019



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

# ENERGY BREAKTHROUGH

POWERED BY IMAGINATION

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

Project partners

**OREGIONAL**  
COLLECTIVE

with

  
Assisting Regional Communities

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# EXECUTIVE SUMMARY

## Overview

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

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

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

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

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

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

It involves teams participating in one of five categories:

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

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

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

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

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



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

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

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

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

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

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

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

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

#### **STATEMENT OF CONFIDENTIALITY**

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

# Action Plan

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

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

Each action area is detailed in 4 sections.

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



# Action Area 1- Partnerships

## Overview / Key Findings:

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

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

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

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

## Action Area Goals:

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

## **Actions:**

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

## **Recommendations:**

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

## **Volunteers:**

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

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

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

## Action Area 2 - Financial Sustainability

### Overview / Key findings:

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

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

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

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

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

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

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

### **Action Area Goals:**

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

### **Actions:**

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

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

## Recommendations:

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



## Action Area 3 - Structure & Resource Management

### Overview / Key Findings:

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

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

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

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

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

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

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

### Action Area Goals:

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

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

### **Actions:**

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

## **Recommendations:**

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

## Action Area 4 - The Event

### Overview/Key Findings:

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

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

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

Some key findings include:

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

### Action Area Goal

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

### Actions:

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

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

### **Recommendations:**

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

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

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

## Action Area 5 - Good Governance

### Overview/Key Findings:

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

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

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

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

### Action Area Goals:

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

### Actions:

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

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

### **Recommendations:**

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



# About this plan

## Plan Objectives

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

Plan objectives include:

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

## Distribution

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

## Acronyms

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

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

## Research and consultation

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

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

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

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

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

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

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

# THE OVERVIEW

## Background

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

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

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

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

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

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

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

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

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

## The Program

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

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

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

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

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

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

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

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

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

The EB encourages and supports learning that:

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

## **The Event**

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

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



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

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

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

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

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

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

Categories in some cases are further broken down between:

1 = Schools with an enrolment of 200 or less

2 = Schools with an enrolment of more than 200

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

### **Innovations in Technology**

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

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

#### *CRAFTY DESIGN*

Ages: Open to Primary and Secondary students.

Class: A, B/C

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

Quota: 40

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

### *MOVING WATER*

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

### *JUNKYARD CHALLENGE*

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

### **Pushcarts**

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

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

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

### **Try-Athlon**

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

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

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

**HPV**

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

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

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

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

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

**EEV's (Energy Efficient Vehicles)**

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

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

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

The EEV category is run in four sections:

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

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



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

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

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

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

## **Event Program & Assessment**

### **WEDNESDAY:**

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

### **THURSDAY:**

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

### **FRIDAY:**

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

### **SATURDAY:**

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

### **SUNDAY:**

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

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

There are three program elements unique to the Energy Breakthrough:

### **Display & Presentation, sponsored by La Trobe University**

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

Judges are asked to look for evidence of:

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

### **Design & Construction**

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

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

### **Trials**

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

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

## **The Host Town & Event Site**

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

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

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

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

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

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

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

## SWOT Analysis

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

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

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

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

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

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

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

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

# Action Area 1 - Partnerships

## Overview

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

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

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

## Partners & Stakeholders

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

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

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

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

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

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

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

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

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

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

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

## **1. Central Goldfields Shire Council**

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

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

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

## **2. Country Education Partnership (CEP)**

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

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

## **3. S.86 Committee**

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

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

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

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

### **Powers and functions:**

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

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

**Duties:**

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

The current committee membership comprises of:

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

## **4. CEP Board**

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

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

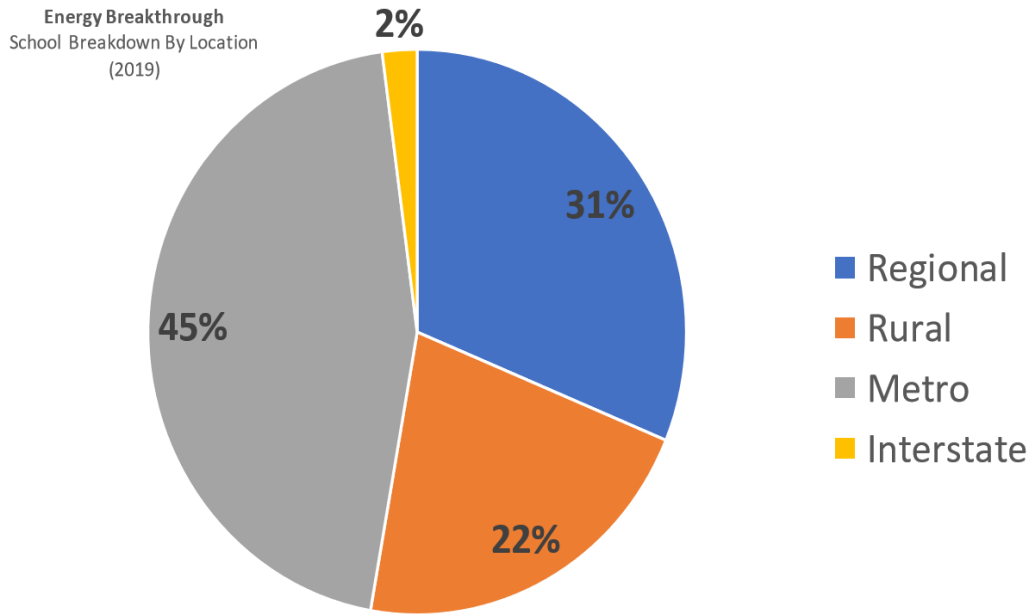
The following details the current members of the Committee of Management:

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

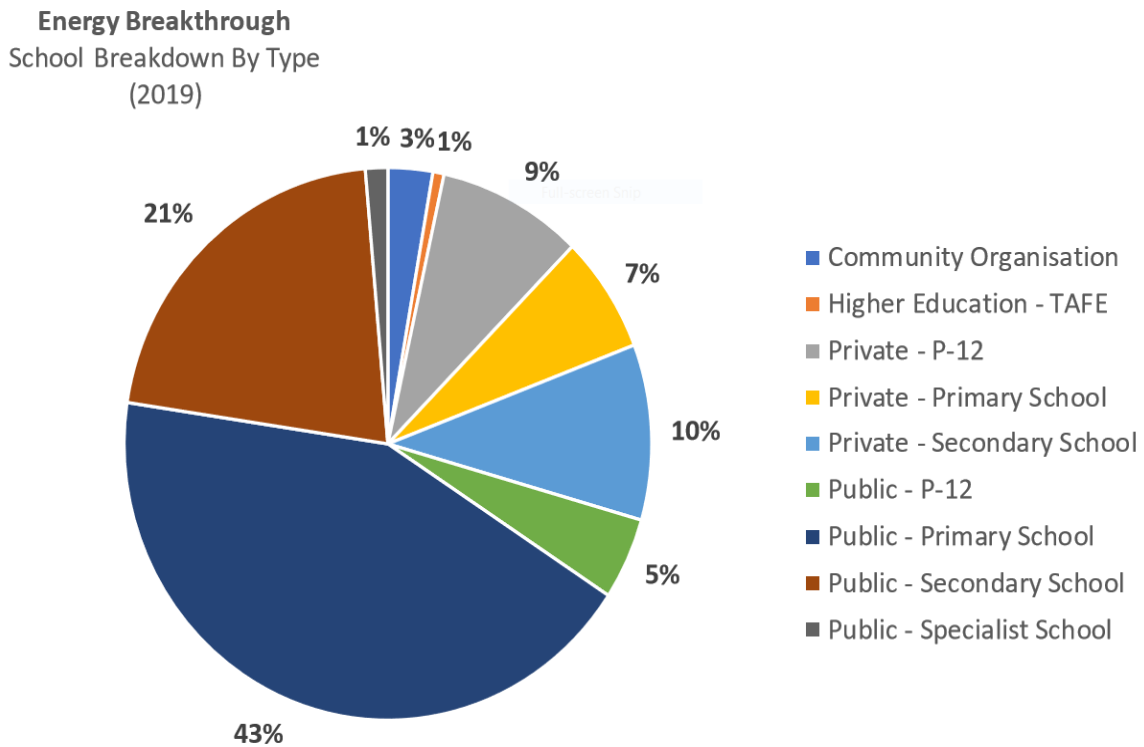
## 5. Schools

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

**Chart 1 - School breakdown by location**



**Chart 2 - School breakdown by type**







## 7. Local Planning Group

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

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

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

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

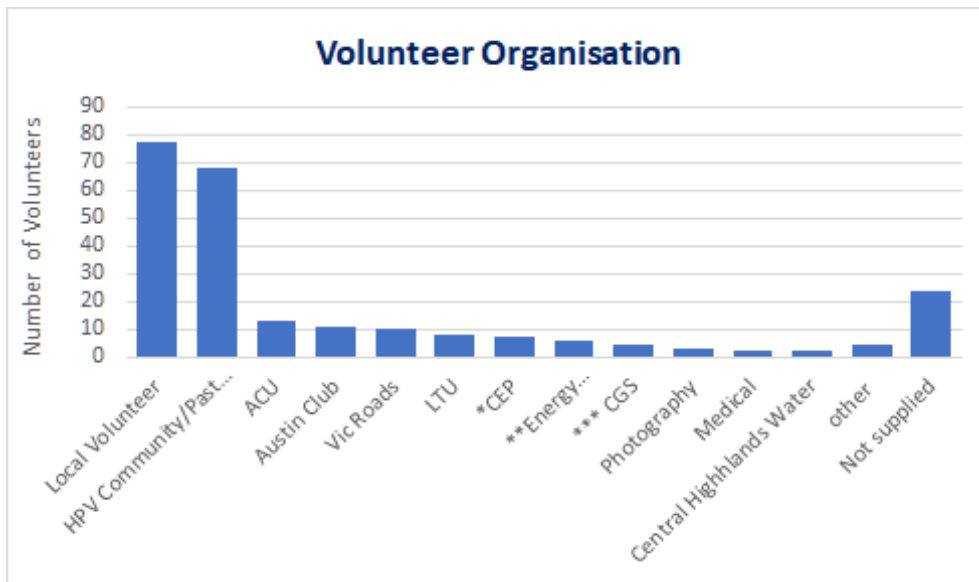
- Volunteer leaders - Camping x 3
- Victoria Police Reps
- St John Ambulance Reps
- Schools Reps
- Colts Phelan Cricket Club Rep
- Tennis Club rep
- Maryborough Rotary Rep
- Waste Management Reps
- Local Marshal Groups
- Rural Ambulance Victoria
- Sponsors
- Maryborough District Health Service
- Asteria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

## 8. Volunteers

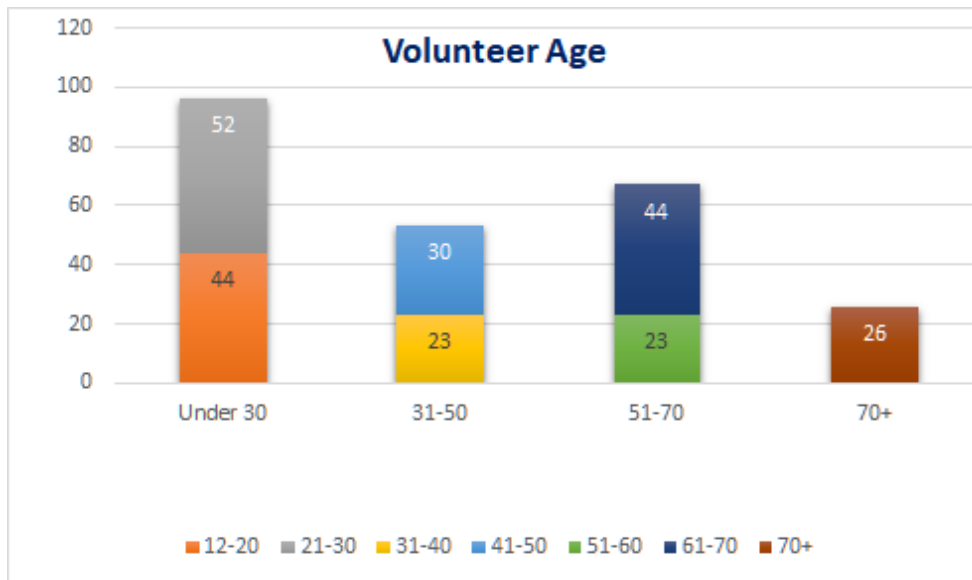
Volunteers that are engaged can be broken into the following categories:

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

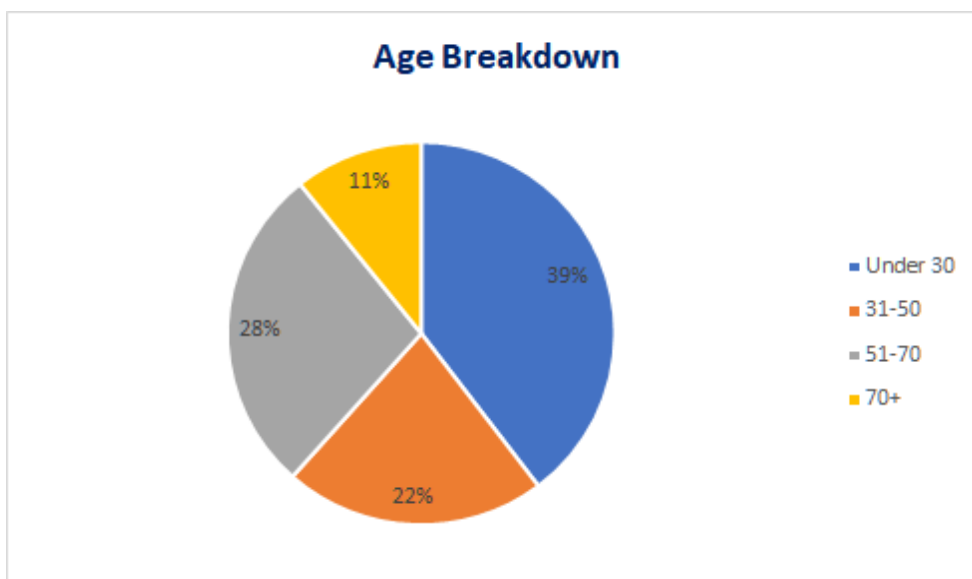
An analysis of the volunteer database provides the following insights into the demographics of the EB Volunteer.



**Chart 4 - Volunteer organisation**

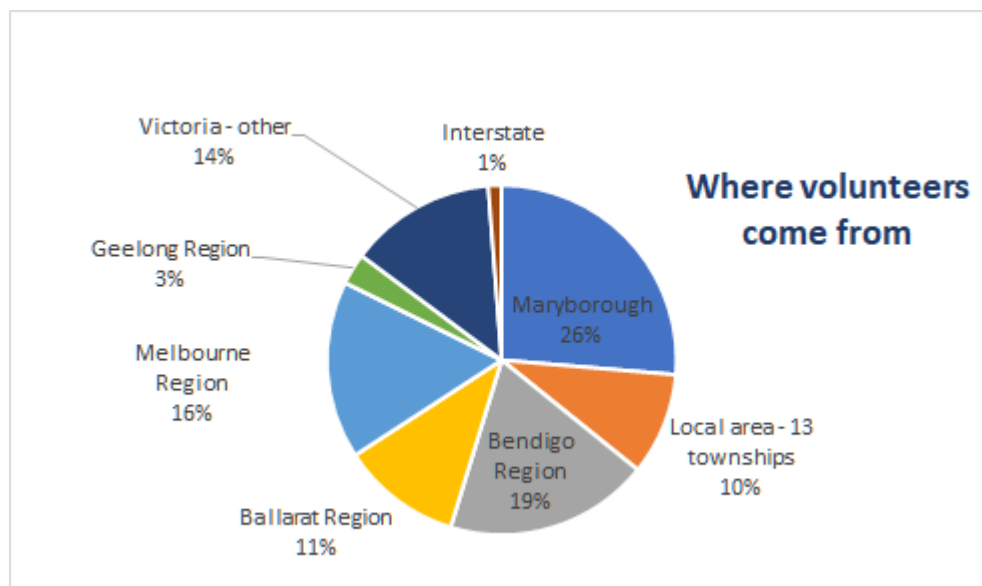


**Chart 5 - Volunteer Age (numbers)**



**Chart 6 - Volunteer Age (percentage)**

**Chart 7 - Volunteer home location**



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

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

Local community groups involved in the event are listed below:

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

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

## 9. Contractors / Staff

Key contract staff include:

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

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

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

Key CEP staff (and volunteers) include:

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

## 10. Current Sponsors

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

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

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

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

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

## 11. Stakeholders

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

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

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

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

Indirect stakeholders include:

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

## Sponsor Partnerships

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

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

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

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

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

### Current status

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

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

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

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

***Sponsorship levels as per 2017 Sponsorship opportunities pack:***

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

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

The partner organisations also contribute towards event sponsorship.

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

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

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

## **Sponsorship market**

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

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

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

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



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

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

**General:**

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

**Targeted at Teachers / Schools:**

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

**Targeted at Students:**

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

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

**Families:**

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

**Other:**

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

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

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

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

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

## **EB's Sponsorship Inventory**

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

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

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

## **Sponsorship Strategy**

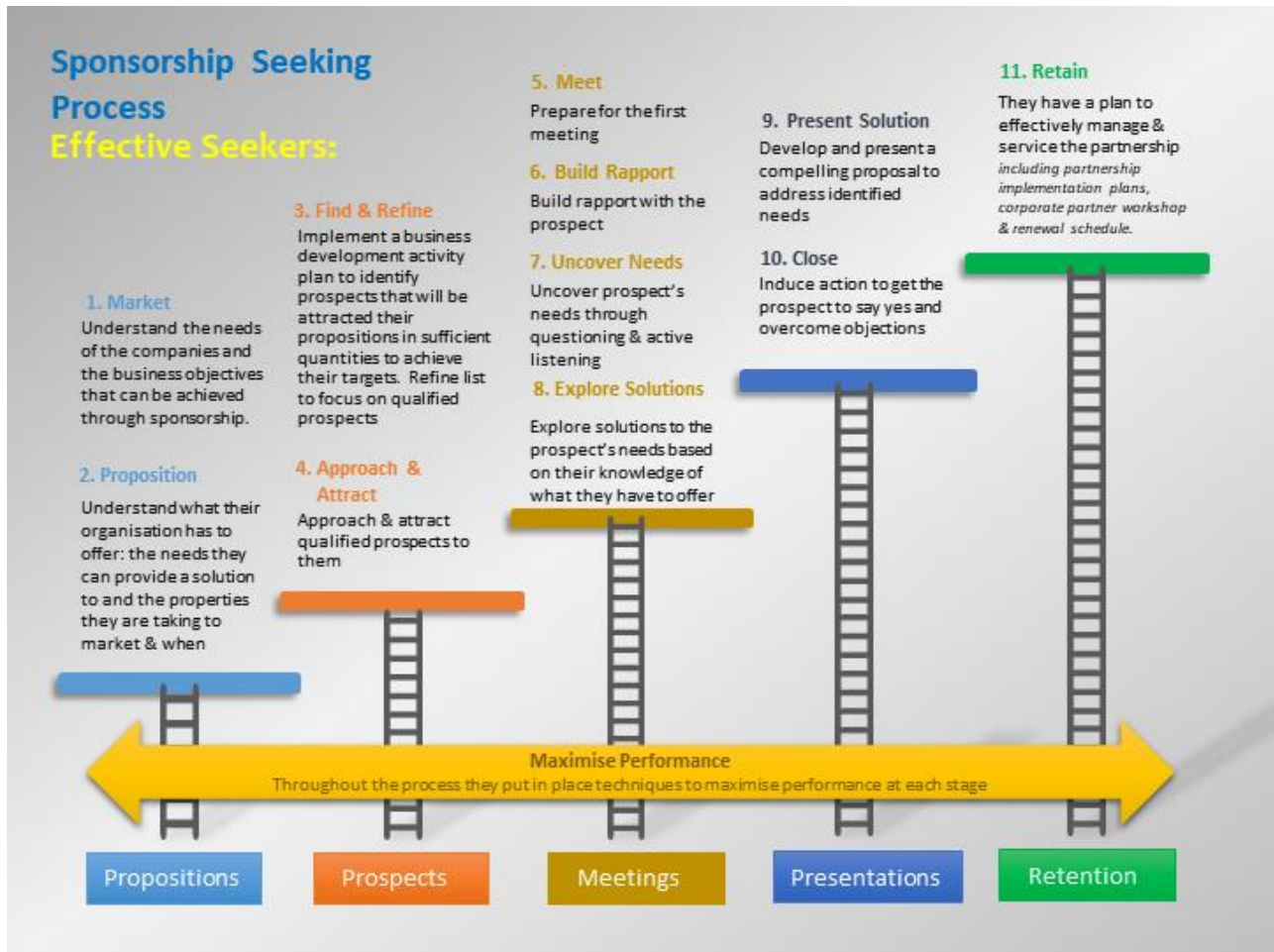
Sponsorship is a year-round process for events and the Effective Seekers Sponsorship Seeking Process in the Richard Wooward & Associates book, *How to Attract & Retain Sponsors & Partners 2017*, summarises the various steps that are involved for the new Sponsorship & Grants Coordinator.

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

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

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

**Diagram 1 - Sponsorship seeking process**



## Investing in and Growing Sponsorship

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

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

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

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

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

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

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

## **Benchmarking Sponsorship / Events**

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

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

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

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

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

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

### **ACTIONS:**

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

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

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

#### RECOMMENDATIONS:

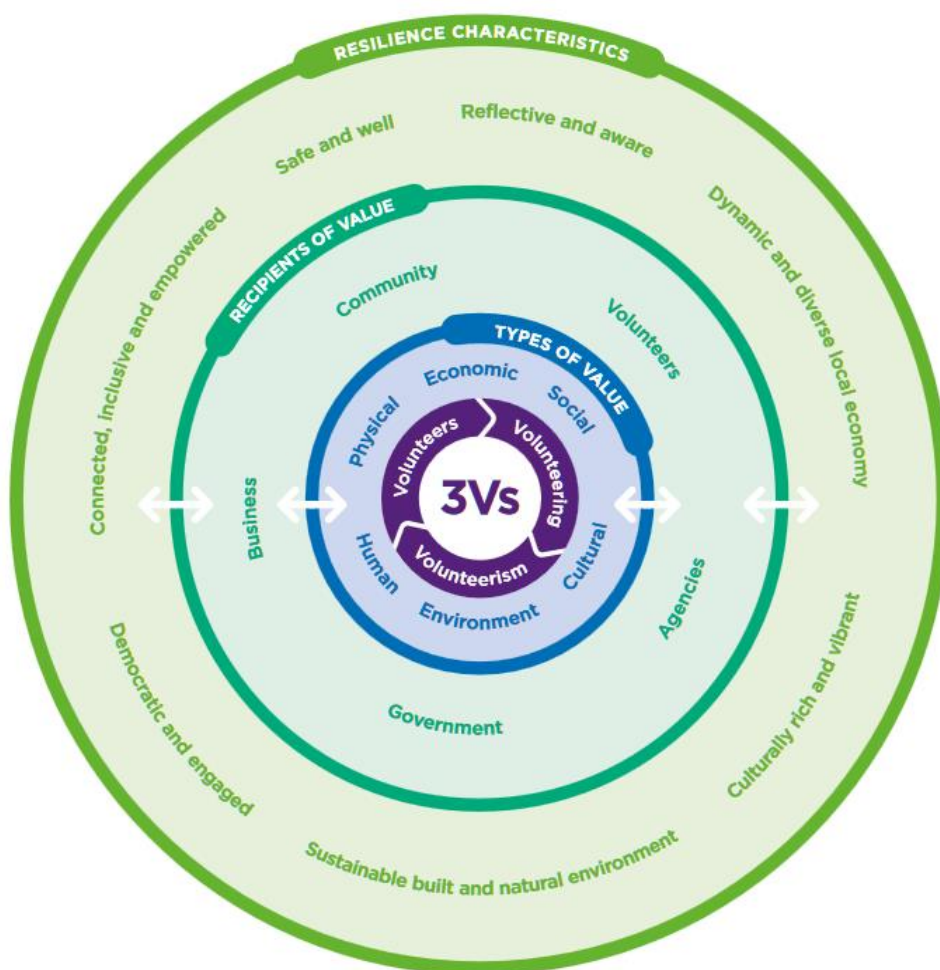
- Under the proposed structure we are recommending the inclusion of a Partnerships team to better support the community, volunteers, business and sponsors.
- Continue to add to the live inventory list on what EB (the event and the program) have to offer. Add to the share drive or project management platform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

# Volunteers

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

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

**Diagram 2 - 3 Vs of volunteering**



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

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

**Volunteering:** The activities themselves that support event management

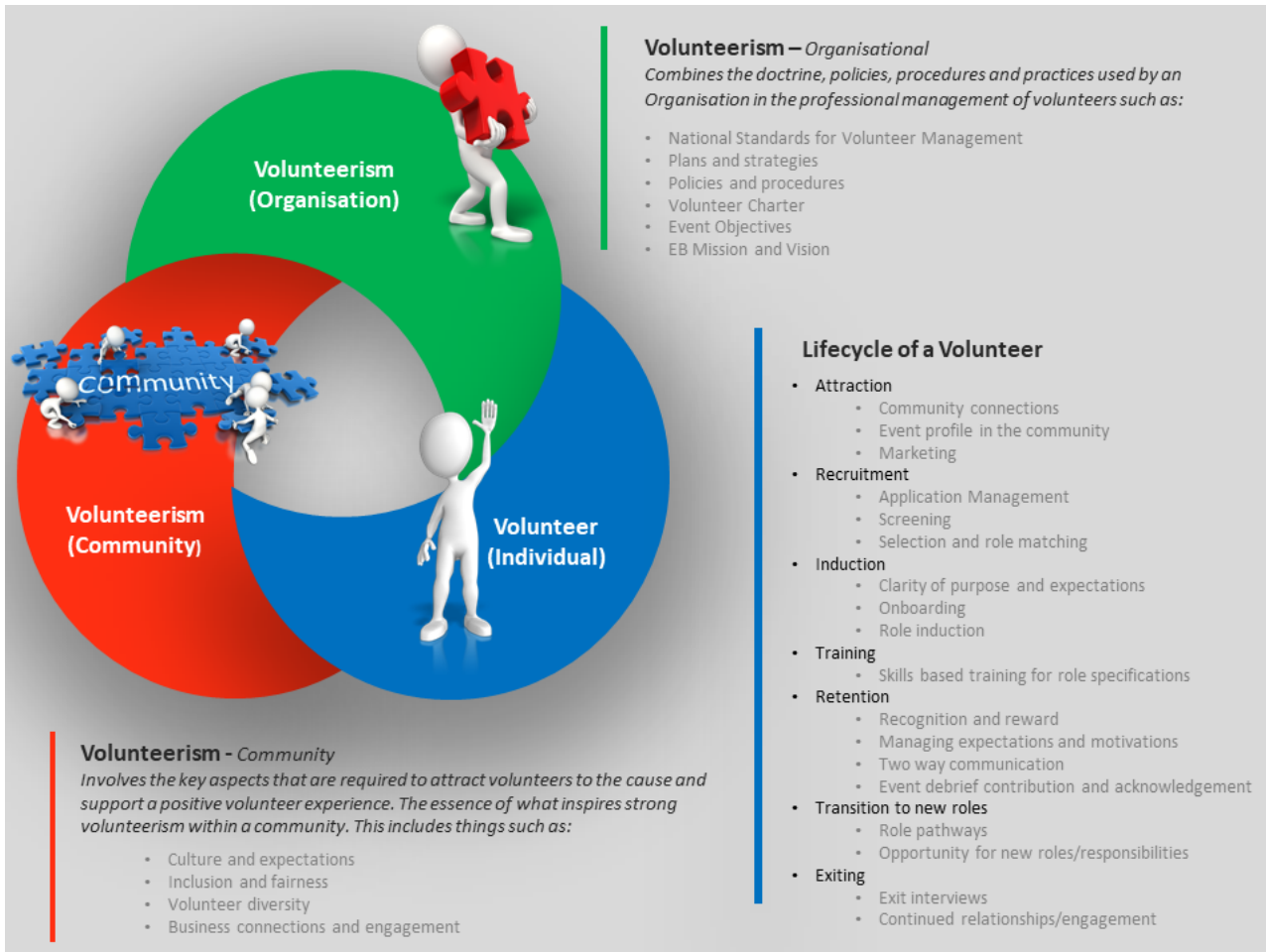
**Volunteerism:** The culture within organisations and the culture within the community

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

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

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

**Diagram 3 - Volunteerism and Volunteer Lifecycle**



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

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

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

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



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

## **Volunteer Management**

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

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

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

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

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

## **Volunteerism**

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

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

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

### **National Standards for Volunteer Involvement**

The knowledge and resources required to work with event volunteers can be sourced in a number of locations however we would recommend Volunteering Australia as the go to subject matter expert and in particular the National Standards for Volunteer Involvement<sup>1</sup> which provide a framework for supporting the volunteer sector in Australia. They provide good practice guidelines for organisations to attract, manage and retain volunteers, and help improve the volunteer experience. They are recognised within Australia as the best practice framework for volunteer involvement.

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

The standards cover:

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

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

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

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

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<sup>1</sup> [www.volunteeringaustralia.org/resources/national-standards-and-supporting-material/#/](http://www.volunteeringaustralia.org/resources/national-standards-and-supporting-material/#/)

## National Volunteer Guide

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

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

NFP Law has produced a National Volunteer Guide<sup>2</sup> that can support the Risk Mitigation & planning team (under the proposed structure) or the Section 86 committee (under the current structure) in this area. The guide provides an overview of the key legal obligations organisations owe volunteers and provides practical examples, template documents and tips to assist in their understanding.

This includes providing guidance on

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

## Recruitment and retention

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

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

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

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

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

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<sup>2</sup> [www.nfplaw.org.au/volunteers](http://www.nfplaw.org.au/volunteers)

<sup>3</sup> [www.volunteeringaustralia.org/wp-content/uploads/State-of-Volunteering-in-Australia-full-report.pdf](http://www.volunteeringaustralia.org/wp-content/uploads/State-of-Volunteering-in-Australia-full-report.pdf)

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

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

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

General comments:

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

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

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

'find a way to thank all volunteers'

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

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

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

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

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

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

## Business/Community Engagement

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

### Business

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

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

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

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

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

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

The documented plan states that the Committee for Maryborough will:

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

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

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

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

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

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

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

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

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

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

Methods in which impact data can be obtained includes:

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



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

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

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

Recommendations that enable better connections in the business community include:

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

## Community

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

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

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

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

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

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

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

General comments:

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

'It seems to have nothing that would interest me'

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

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

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

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

### **Community Groups**

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

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

**Table 2 - Community group event roles**

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

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

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

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

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

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

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

#### **EOI Overview**

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

#### **EOI application**

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

#### **EOI Reporting**

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

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

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

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

# Action Area 2 - Financial Sustainability

## Overview

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

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

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

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

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

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

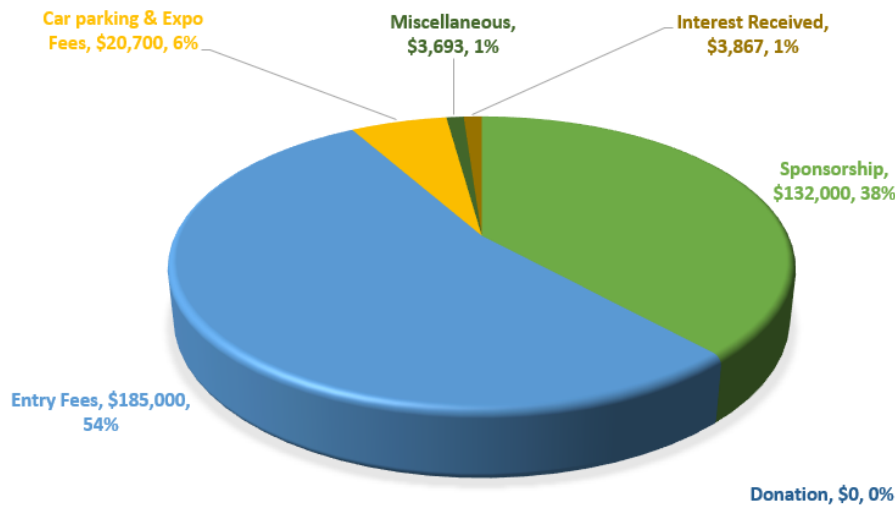
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<sup>4</sup> An amount of \$10,000 has been deducted from the annual expense figures supplied which related to back payment of contractor fees for the Event Director role for the 1718 FY.

## EB Current Revenue Streams

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

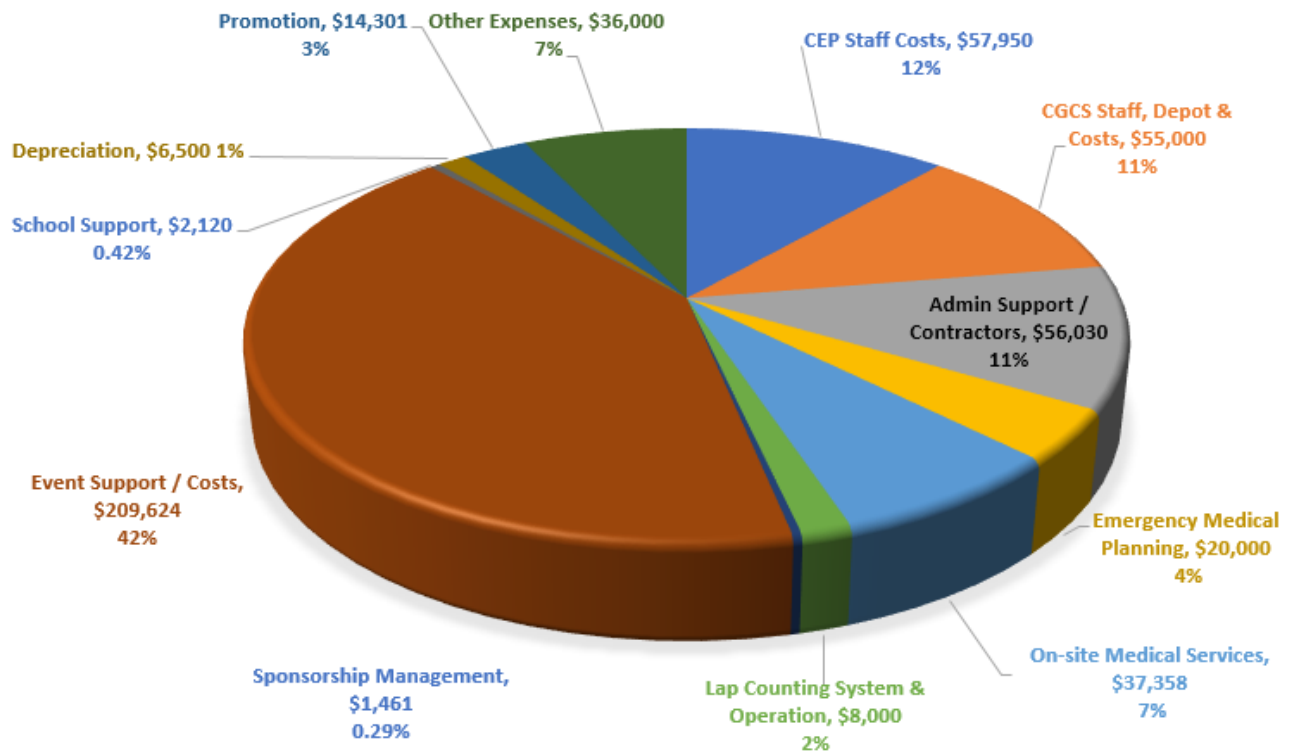
**Chart 7 - Revenue forecast 2018/19**



## EB Expenditure Forecast 18/19

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

**Chart 8 - Expenditure forecast 2018/19**



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

\*CEP costs estimated

\*CEP costs estimated

## Profit & Loss History & Forecast

**Table 3 - Five-year Profit and Loss comparison**

NOTE:

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

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

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



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

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

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

## Budget Considerations

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

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

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

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

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

## Income / Savings:

### SPONSORSHIP:

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

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

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

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

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

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

**Table 4 - Five-year Sponsorship level comparison**

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

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

**Legend for sponsorship table:**

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

**FUNDING:**

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

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

Some possible funding programs to consider include:

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

- Department of Industry Innovation & Science: Inspiring Australia Science Engagement Program
  - Stream B - Maker Projects aimed at delivering STEM related events for youth under 18 years of age
  - Maximum amount - \$20,000
  - Recently closed prior to close date without notice - watch this program for future funding rounds
  
- Foundation for Rural & Regional Renewal (FRRR): Strengthening Rural Communities - Small & Vital
  - Aims to give small rural, regional and remote communities across Australia the opportunity to access funds that can benefit and help secure their prosperity.
  - Maximum amount - \$25,000
  - Different programs available. Some are open ongoing, others biannually with the larger leverage grants (up to \$25,000 opening in August 2019)
  
- Visit Victoria: Regional Events fund
  - The program is designed to support the attraction, development, marketing and growth of events in Regional Victoria.
  - Generally, this fund will be allocated to securing, hosting and marketing of new events along with support in the implementation of innovative strategies to increase visitation to existing events, including event development and tourism marketing.
  - Maximum amount - \$500,000 however as an established event Tier 2 - up to \$100,000 or Tier 3 up to \$20,000 would apply to EB
  - Initial discussions with the grant co-ordinator at Visit Victoria have indicated that they do not support educational events and that EB does not adequately meet the selection criteria for this funding program stating that an EOI for this program would not be supported.
  - Additional contacts could be made at higher levels within Visit Victoria to present a case for further consideration.
  
- TAC Towards Zero Community Grant
  - Aimed at projects that will improve road safety outcomes in local communities
  - 2019 focus is on vulnerable road users (i.e. pedestrians, cyclists and motorcyclists)
  - Up to \$30,000
  - Round 2 applications open Mid September 2019 with announcements in Mid November

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

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

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

### **MORE SCHOOLS / ENTRIES:**

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

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

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

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

**Table 5 - Entry categories, fees and numbers**

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

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

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

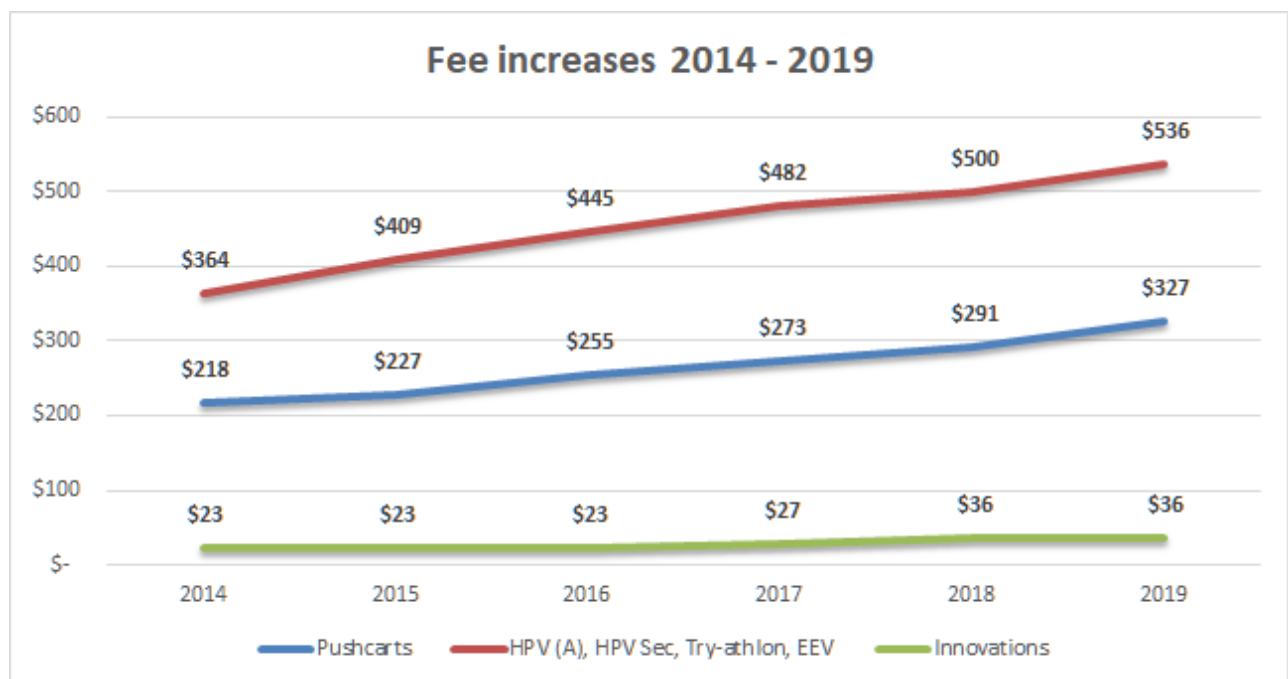
It should be noted that track and judging capacity is not the only consideration when looking at an increase in entries, thought must also be given to the additional resources / time required for judging as well as camping facilities. Additionally, the EEV category, while allowing for growth, could be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

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

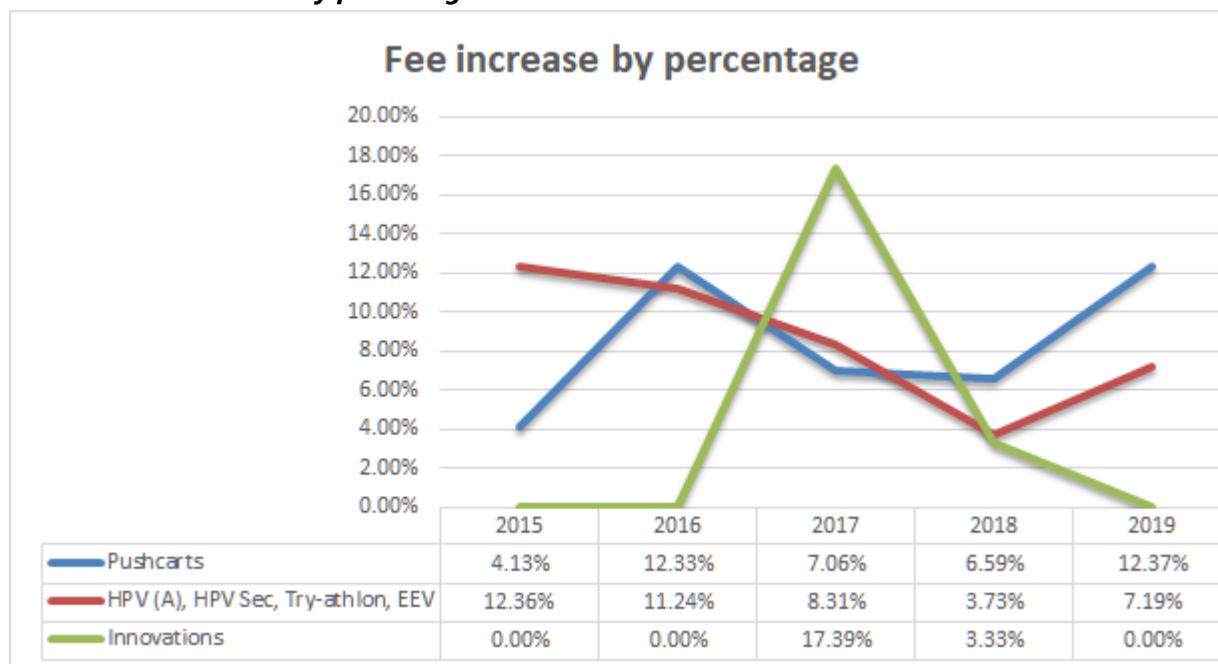
Entry fees should continue to be considered each year with increases / adjustments made as agreed upon by the S.86 Committee based on the scenarios as presented by the Event Director.

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

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



**Chart 10 - Fee increase by percentage**



**VOLUNTEER ACCOMMODATION / BILLETING:**

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

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

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

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

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

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

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



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

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

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

## CAMPING

EB managed event camping is provided at the following locations:

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

**Table 6 - Camping numbers for 2018**

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

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

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

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

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

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

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

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

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

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

## EVENT PROGRAM:

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

This raises three points:

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

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

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

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

Some other considerations around this idea include:

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

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

### **CAPS / POLOS:**

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

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

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

### **TV / RADIO / PHONE APP:**

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

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

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

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

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

### **FOOD VENDOR FEES:**

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

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

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

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

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

## **MERCHANDISE:**

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

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

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

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

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

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

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

### **TEAM OUTFITS**

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

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

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

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

## **PHOTOGRAPHY:**

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

This could be managed one of two ways:

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

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

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

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

## **BULK TENDER:**

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

## **FUNDRAISING:**

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

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

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

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

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

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

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

## **Outgoing / Expenses**

### **INTEREST:**

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

### **SPONSORSHIP & GRANTS COORDINATOR:**

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

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

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

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

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



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

### **VOLUNTEER COORDINATOR:**

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

## **Other Considerations:**

### **TWO-WEEKEND / PERIOD EVENT:**

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

The following would need to be considered:

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

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

## **CHARGING AT THE GATES / GOLD COIN DONATION:**

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

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

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

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

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

# **Action Area 3 - Structure & Resource Management**

## **Overview**

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

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

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

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

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

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

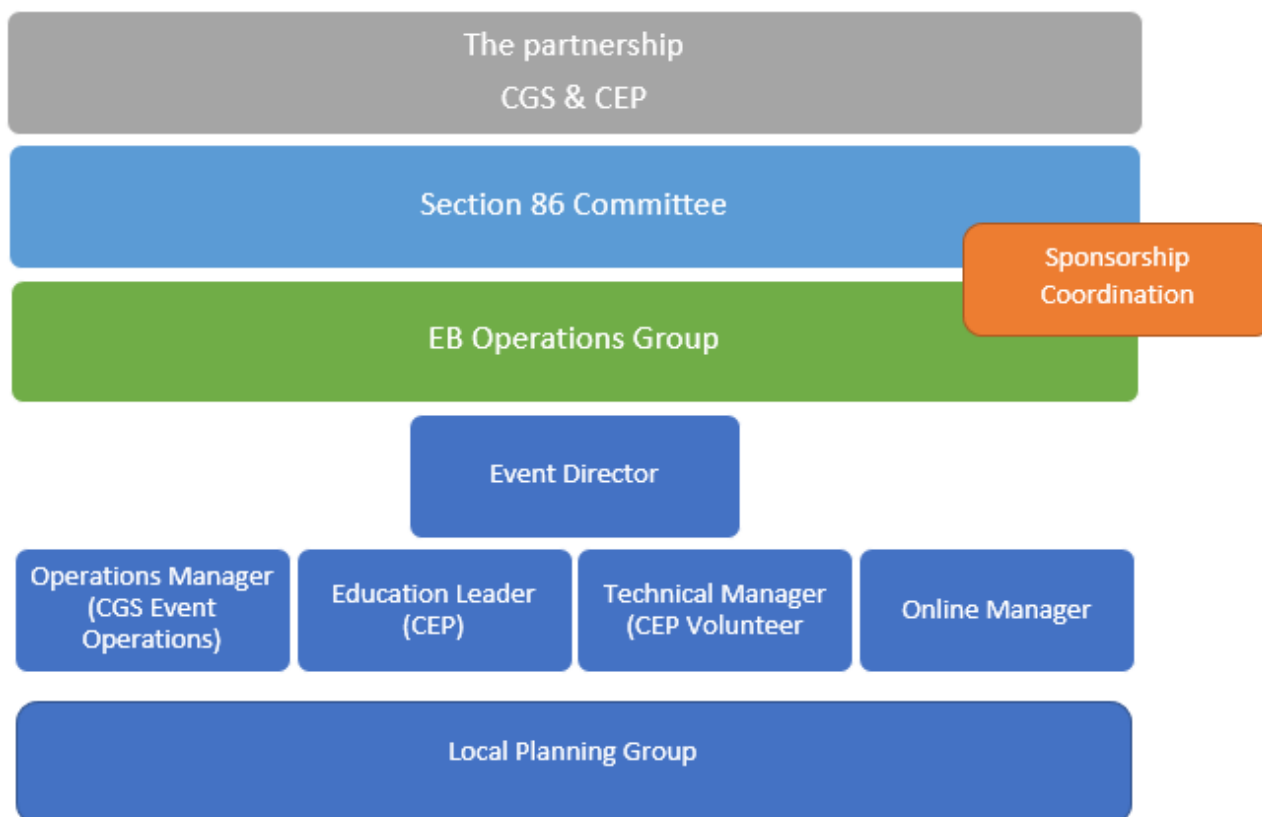
With the proposed structure being the starting point for discussion and consideration there are too many varying factors around acceptance, modification or refusal of the recommended structure that prohibits the provision of a detailed financial projection over the next 5 years. It is therefore recommended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

## Roles & Responsibilities

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

### Current structure:

**Diagram 4 - Current Structure**



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

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

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

## **S.86 Committee**

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

### **Powers and functions:**

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

### **Duties:**

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

## **Groups**

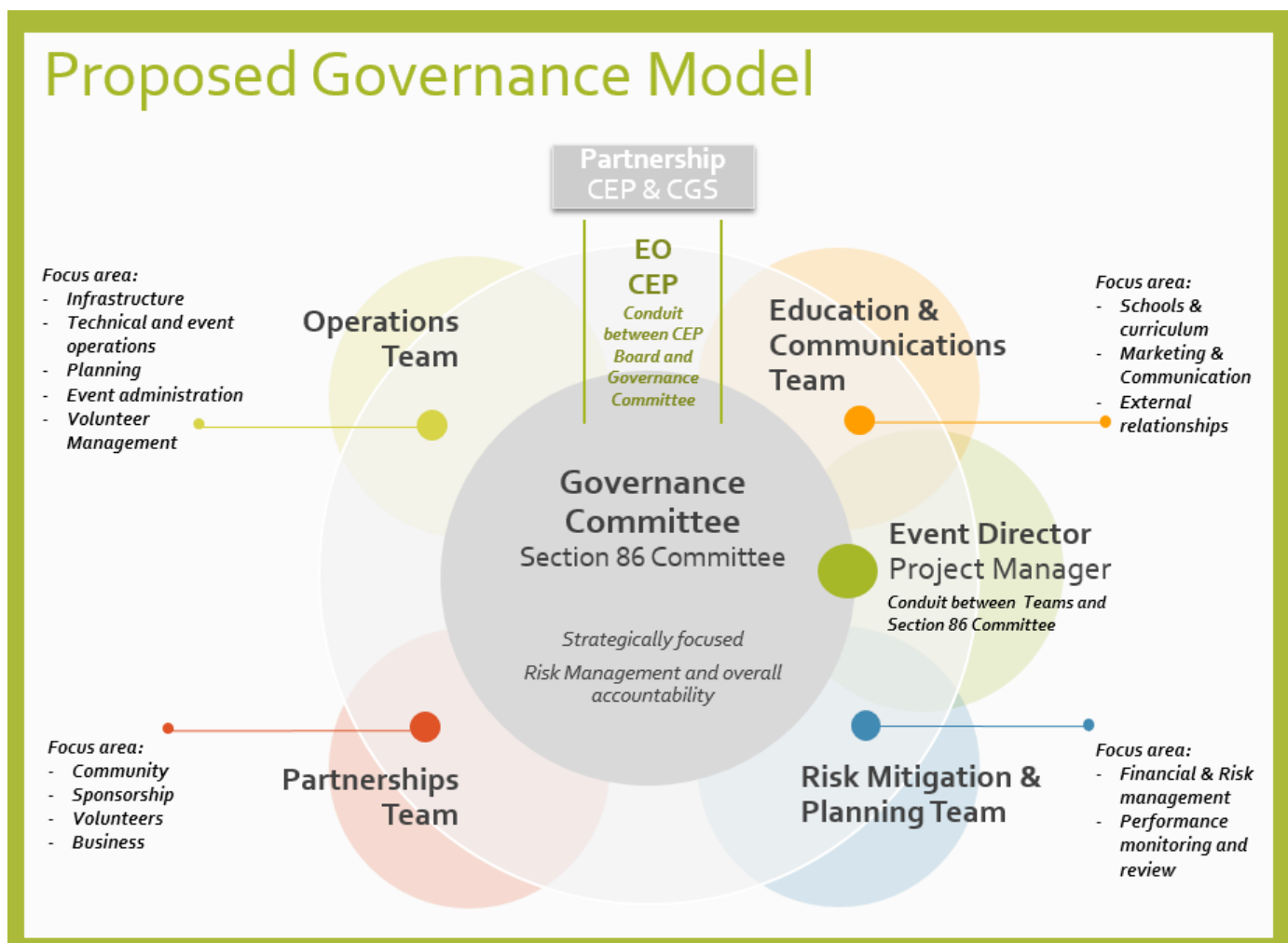
There seems to be a general understanding of the roles and responsibilities for both the Operations Group and the Planning Group from the people that we spoke to during our consultation, however we have been unable to confirm the existence of any documented Terms of Reference for these groups.

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

## Proposed Structure:

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

**Diagram 5 - Proposed Governance Model**



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

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

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

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

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

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

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

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

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

Key responsibilities include:

#### EVENT OPERATIONS:

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

#### SITE MANAGEMENT:

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

### **Education & Communications Team - led by Program & Trial Officer**

Key responsibilities include:

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

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

Key responsibilities include:

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

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

Key responsibilities include:

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

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

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

TOR should include the following information:

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

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



# Human Resources

## Overview

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

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

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

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

## *Current Structure*

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

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

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

## **Volunteer management**

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

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

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

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

## **Contractors and Employees**

Contractors:

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

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

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

# Recommended Structure

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

**Diagram 6 - Key event Management roles**

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

## Roles & Responsibilities

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

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

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

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

- Sponsorship
- Fundraising, Grants, Donations
- Awards submissions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Contractor terms**

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

### **S.86 COMMITTEE:**

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

#### **Powers and functions:**

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

## **Duties:**

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

Additional key responsibilities for the Governance Committee should include:

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

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

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

## **Succession Planning**

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

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



The succession plan should detail the following as a minimum:

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

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

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

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

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

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

# Action Area 4 - The Event

## Overview

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

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

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

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

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

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

## The Market/Brand

### OVERVIEW

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

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

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

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

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

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

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

## **Marketing Plan:**

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

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

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

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

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

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

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

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

## Marketing Benefits for Sponsors:

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

The current marketing platforms that exist include:

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

Other platforms that could be utilized include:

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

## Marketing to Schools

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

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

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

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

Some ideas to discuss include:

1. **EB Database Management:**

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

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

2. **CEP Tailored databases:**

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

3. **Promotion via association:**

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

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

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

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

4. **Marketing Grants:**

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

5. **Content driven promotions:**

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

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

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

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

Conferences / Expos include but are not limited to:

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

7. **Attendance at other events:**

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

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

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

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

9. **STEM Teacher famil:**

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

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

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

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

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

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

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

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

## **Target Market Surveying**

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

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

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

## **Continuous Improvement**

### **After event review**

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

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

These scheduled sessions will allow opportunities to:

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

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

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

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

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

The individuals / groups should be surveyed include:

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

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

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

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

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

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

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

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



# Event Management Planning

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

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

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

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

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

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

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

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

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

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

# Event Risk Management Plan

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

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

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

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

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

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

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

## **EB Risk / Emergency Management:**

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

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

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

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

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

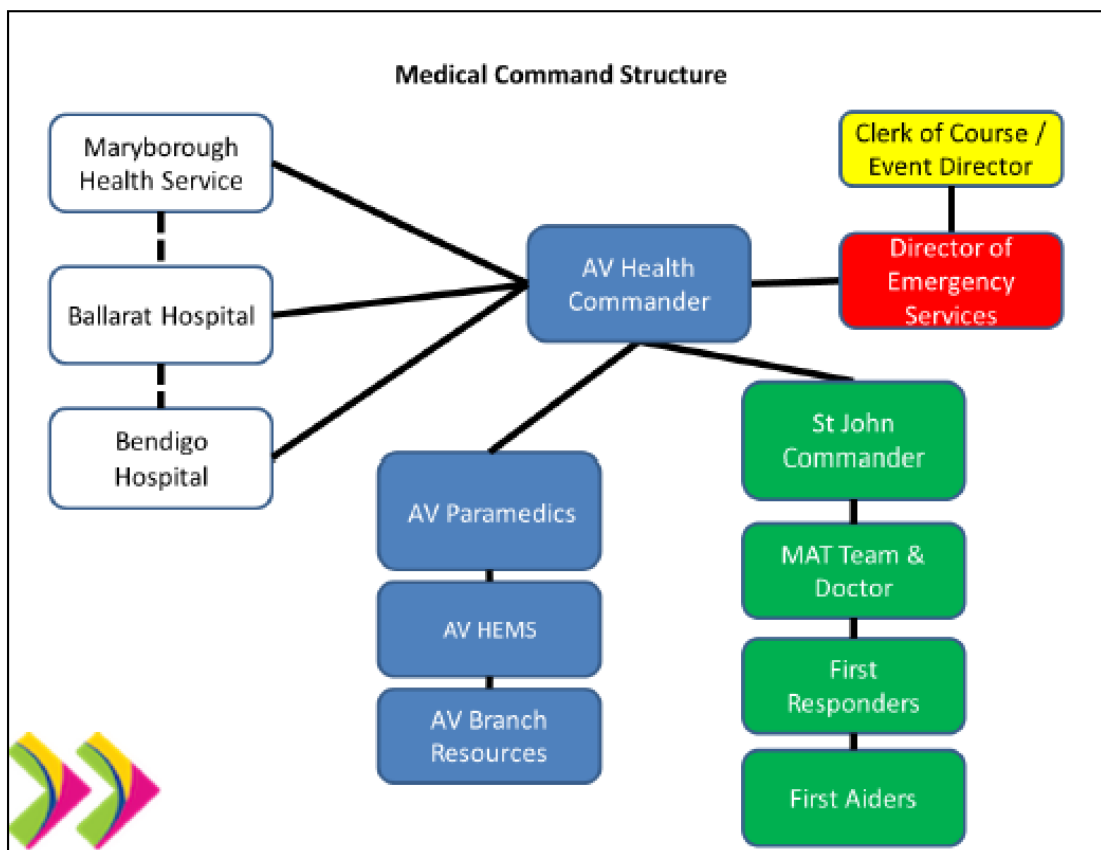
Risk Management documentation should be reviewed and evolve each year. Other areas that could be considered an identified risk to be addressed are below and it recommended to revisit the identified risks annually.

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

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

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

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



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

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

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

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

### **Risk / Emergency Management Planning:**

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

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

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

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

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

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

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

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

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

## Insurance Considerations

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

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

## Innovation

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

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

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

## The Program

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

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

## The Event

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

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

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

Other considerations include:

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

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

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

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

The following schools participated in the survey:

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

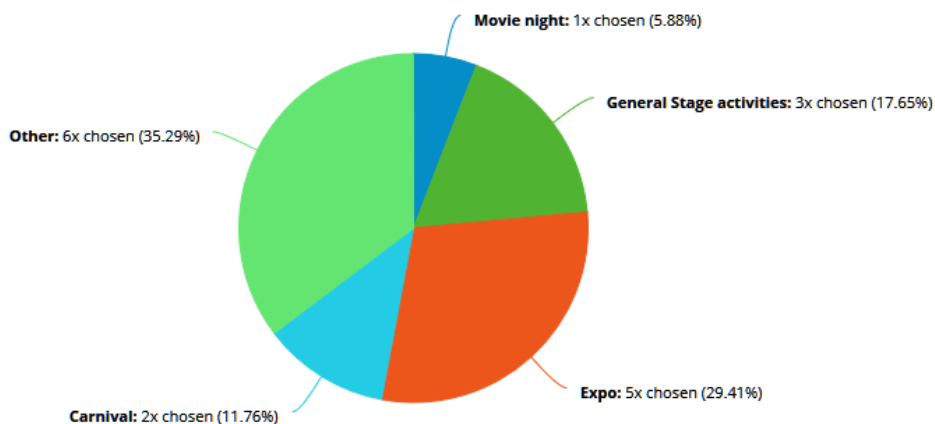
The survey responses suggest that parents are content in spending time supporting the school and watching the event. It was however suggested that improved food options including food truck stalls would be welcomed.

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

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

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

Number of responses: 11



Other answers:

- None of these
- Teachers' lounge
- As a local school, we do not camp overnight. Therefore, our students will view these things with their families rather than with us as a school.
- None of these

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

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

Some ideas that could be investigated include:

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

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



## The Expo

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

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

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

1. Innovations Expo:

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

An Earth Expo could also lend itself to this event.

2. Education & Careers Expo:

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

3. Festival Fete / Fair:

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

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

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

### Other Considerations:

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

## STAVCON:

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

1 x Table width = \$250

2 x Tables width = \$387

3 x Tables width = \$443

## ROADS & TRAFFIC EXPO

Shell Scheme Stand, includes:

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

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

Custom (raw) Stand:

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

## FUTURE SCHOOLS

Shell Scheme Stand, includes:

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

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

Custom (raw) Stand:

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

## VIP MARQUEE:

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

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

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

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

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

Other sponsorship experience / development ideas include:

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

## OTHER HPV EVENTS

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

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

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

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

The similar events that exist include:

### **BENDIGO EEV HPV Grand Prix**

**Where:** Bendigo

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

**Entry Fee:** \$250 per team.

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

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

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

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

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

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

**Entry Fee:** \$300

**Classes:** Primary, Secondary and Community teams

### **WONTHAGGI HP Grand Prix** Ran by the Wonthaggi Secondary College

**Where:** Wonthaggi

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

**Entry Fee:** \$400

**Classes:** Primary & Secondary schools

### **QLD HPV SUPER SERIES**

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

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

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

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

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

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

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

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

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

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

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

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

**Australian HPV Super Series:**

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

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

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

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

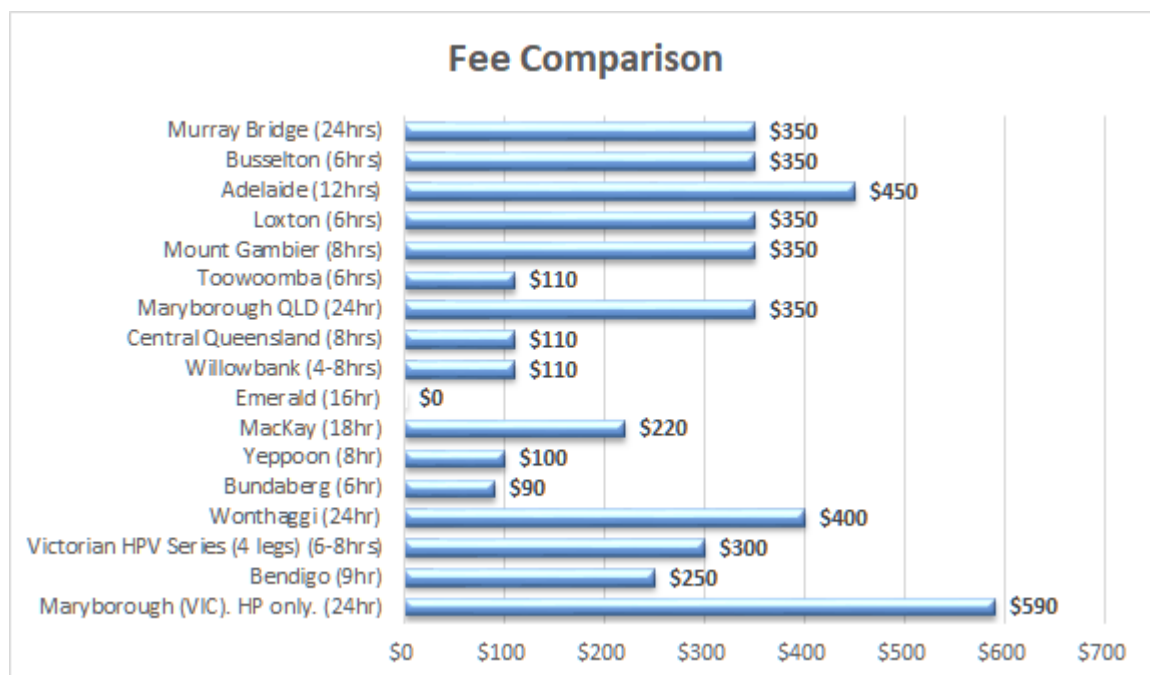
**Adelaide:** Series Round 4: July (2 x 6-hour races), Victoria Park. \$450 + GST entry.

**Busselton:** Race 5 (Non-Series): August (6-hour race) Busselton WA Street Circuit. \$350 + GST entry.

**Murray Bridge:** Series Round 5 (race 6): September (24-hour race), Sturt Reserve. \$350 + GST entry.

The below provides a fee comparison across the HPV challenges that feature across the country, EB representing a premium price for a premier event. Some of the events offer camping as part of the fee which is noted in the above breakdown. It should be noted that the EB registration fees provide great value for money with the camping component. The fees are currently difficult to find on the EB website and were sourced from an accounts document. These should be clearly outlined on these communications as a value proposition.

**Chart 11 - Fee comparison with similar events**



Note: Maryborough Victoria and Queensland both includes camping as part of the entry fees.

# Action Area 5 - Good Governance

## Overview

A high priority has been put on improving governance structures in recent times and the impacts of this are being realised across the board. Financial management is now incorporated under formalised CGSC policies and procedures which also includes more stringent measures around the procurement of event services.

The development of this plan also establishes strong foundations in the area of improved governance and in some cases has uncovered areas of uncertainty that will benefit from changes designed to provide clarity and transparency in decision making.

In 2014/2015, Kevin Phillips was commissioned by the three original partners (CGSC, CEP & RACV) to complete a governance review of EB. The review focus was to examine how good governance practice can support the event to continue to achieve success, support and sustainability. In this report Kevin refers to Governance as an overarching framework and as such it should not be seen as a separate activity.

The report was well researched and documented, with many of the recommendations still relevant, actionable and in place today. These recommendations have been considered and have informed the development of this plan where relevant.

Within the review is clarity around governance and management, summed by the ASVIC Governance Guide for the Educational Sector, stating:

*"Governance is concerned with setting the overall direction through effective planning and the establishment of clear goals and policies. (while)*

*"Management is concerned with achieving the planned goals in accordance with the stated policies"*

The following section relating to governance, summarises some of the relevant considerations from the review along with any new insights gained throughout the development of this business plan.

Arguably the most urgent requirement to support event management and sustainability focuses on the review of the governance structure. As detailed in Recommendation 1 of the Governance Review this needs to include the transition to a more structured and formal model. The full report has been included at Part B: Documentation and Appendices

## Objectives

### Program Objectives

- Provide an excellent technology project for students from Prep to VCE level.
- Encourage young people to explore solutions to environmental and transport issues.
- Provide an opportunity for schools and communities to work and learn together.
- Provide an opportunity for females to participate in what has traditionally been a 'male' dominated area of the curriculum.
- Be a fun program with real world challenges.
- Offer students opportunities to explore and address vehicle design, driving skills and vehicle and passenger safety issues.

## Event Objectives

**PRODUCT:** To maintain the education focus of the event whilst continuing to provide opportunities for greater levels of participation and high-quality learning experiences

**FINANCE:** To maintain financial integrity of the event to ensure it's on going sustainability.

**MARKETING:** To increase awareness of the event, the Central Goldfields Region and the regions tourism strengths and attractions.

**ENVIRONMENT:** To raise community awareness of environmental issues, particularly those relating to personal transport and ensure that the event is run in a manner that takes into account its impact on the environment.

**PROFESSIONAL DEVELOPMENT:** To support all event personnel (staff and volunteers) through skills development and access to the resources required to do the job

**CUSTOMER SERVICE:** To ensure that the experience is positive and rewarding for participants, visitors and the community.

**RISK MANAGEMENT:** To maintain the high safety standards (moved from Product Heading) and to ensure that all potential risks are appropriately identified, documented and resolved.

**COMMUNITY:** To connect, engage and collaborate with the community and local businesses to support greater community engagement in the event.

**ECONOMIC BENEFIT:** Generate increased economic activity for businesses in Maryborough and the Central Goldfields Shire

While EB program objectives are clearly defined, there appears to be very little importance placed on the event goals. This makes review and analysis difficult, not only during the stages of this plan development but also as an indicator of value for the CGSC. During consultation activities it was extremely difficult to locate key personnel who had an understanding of the event goals (objectives) or even that these existed. It was determined that the goals listed in the Business Plan 2013 - 18 were the event goals and it was acknowledged that these were not widely distributed, known or used in performance measurement, which in itself has been highlighted as an issue. These goals have been documented in the section on objectives earlier in this plan.

The event goals have been updated during the development of this plan to place increased focus in the areas of marketing, community and economic benefit. It is recommended that these objectives are shared widely with key stakeholders with an emphasis on event management and support teams who ultimately will be the drivers in achieving the event goals.

## Partnership Agreement

Following the departure of RACV in mid-2018, the 2017 Charter that supported the three way partnership is no longer relevant to the event governance structures. There is now the immediate need to develop a legally binding partnership agreement to document and support the ongoing partnership between CEP and CGSC.

The 2018 EB Internal Audit details a moderate risk relating to the previous partnership agreement. The original charter (no longer valid) was not seen as a legally binding agreement and did not contain contractual terms and agreements. The development of the new partnership agreement should be constructed to mitigate this identified risk under the guidance of relevant legal advice.



The writers of this plan do not have the legal background or qualifications to inform what would be required in the revised partnership agreement however can offer the following insights to support future considerations in its development.

## **Trademark Status**

The word, Energy Breakthrough was trademarked in April 2005 by CGSC. It was due for renewal in 2014, however has not since been renewed or registered.

During the engagement process for the development of this plan there was some advice that CEP was working towards trademarking the term Energy Breakthrough. Some consultation between partner organisations should occur to consider the best way to support fair and equitable trademarking with consideration on the differing aspects of the educational program supported by CEP and the celebration event hosted by CGSC. We recommend that Legal advice be obtained to support fair and equitable development of trademarks for the program and event brand.

## **Ownership**

The initial analysis of the event structure and operational activity demonstrates limited visibility over ownership of the event. This in part relates to the complexities and crossover that exists between the education program component of EB (facilitated all year round by CEP) and the celebration event component (facilitated by CGSC).

This lack of clarity creates a level of concern within the local community that the event having been hosted in the Maryborough community for almost 30 years could at any time be lost to another community.

It is recommended that an Intellectual Property (IP) Audit be conducted to identify the IP rights that exist in relation to the event and determine how CGSC can ensure it has control over the event into the future.

Further to the recommendation is the need to consider the IP for event set up. Whilst there have been specifications developed for the following contractual services the level of detail provided in these specifications is unclear and there are many services where detailed plans of the work required are currently owned by the contractor themselves, limiting the ability to include this level of detail in specifications, for example the plumbing contractor.

It is recommended that an audit of contracts/agreements and related specifications would help provide clarity and highlight the level of risk associated with this. The audit will need to include contracted services as recorded in the CGSC procurement systems along with service provision that is not subject to these processes. A detailed list of service providers is included in Part B: Documentation and Appendices.

Service provision recorded through CGSC procurement processes (tenders) include:

- Electrical
- Showers
- Toilets
- Marquees
- Security Race timing
- First Aid Services
- Accommodation
- Medical & emergency services plan development
- Barrier transportation

There are numerous other service provisions that occur outside this process including things such as sound management, temporary fencing, volunteer catering, etc.

## Sharing of risk

The previous partnership charter detailed key roles for each of the partnership organisations including financial contributions. Whilst the documentation is clear around both in-kind and financial contributions, there lacks detail around the sharing of risk between partner organisations.

To fully understand and consider what this looks like moving forward representatives from the CEP Board and S.86 Committee will need to meet to contribute to the development of the new partnership agreement. This will support informed decision making where the detail around the full EB program including the event can be considered as one particularly to clarify partnership roles, contracted positions and sharing of risk.

## Partnership Roles

With the departure of RACV the focus areas as detailed in the 2017 charter will need to be reviewed. In particular the role of RACV around the technical program is now the responsibility of CEP. This includes:

- Scrutineering of Design/Construction
- Scrutineering of Display/Presentation
- Track/trial operations.

### 1. Central Goldfields Shire Council

CGSC role in the partnership can be described as providing leadership in the development and management of the celebration event.

#### Instrument of Delegation

Following a resolution of Council passed on 22 May 2018 the current Instrument of Delegation was implemented in mid 2018 delegating the powers and functions of the event to the Energy Breakthrough Special Committee (S.86 committee). This delegation remains in force for a period of 12 months with documented membership requirements comprising representatives of the CGSC, CEP and the EB Operations Group.

The terms of reference (TOR) for the Energy Breakthrough S.86 Committee are documented in the form of a schedule that accompanies the Instrument of Delegation.

It is recommended that the schedule (TOR) be reviewed and include the following details:

- Updated membership list to include volunteer, business and community representation
- Detail the process for committee member appointments

### 2. Country Education Partnership

As a small not-for-profit organisation CEP does not have a separate committee to oversee the EB program and event support. Decision making is done at the board level and is kept informed on event related matters through the participation of the CEP EO on the S.86 Committee.

For CEP EB is much broader than the celebration event that is hosted in Maryborough. They see their role in the partnership as a Leadership role for EB as an education program and event.

## Copyright

It has been noted that EB has Copyright on some documentation however during our research phase we have been unable to find a copyright in place. This should be further researched to understand the current status to inform consideration of the need for Copyright protection.

## **Policies & Procedures**

Another key action area relates to the adoption of policies and procedures to support improved clarity and transparency in decision making and event management implementation.

In some cases, existing policies from the CGSC can be used to inform decision making for the EB reducing the amount of work required in this area. In these cases, the focus needs to be on ensuring all the relevant people are aware of the policies and procedures that affect them and that they are freely available. The creation of an event policies and procedures manual along with a volunteer handbook would address this risk.

For EB the documented event related policies have focused on the risk management and emergency management aspects of the program and event. Whilst these have been documented their distribution has been limited.

During the consultation process it became apparent that there is a heavy reliance on individuals being aware of separate policies and procedures and as such becoming an informal subject matter expert on specific areas of the event management. This in itself proved troublesome in gaining an understanding in this area in the development of this plan and with the complexities that exist within the EB should be seen as a risk to sustainability, particularly if one of these subject matter experts was to no longer be involved in the event.

We have been unable to ascertain to what level the existing policies and procedures are integrated into event operations but would expect this is limited to the semi-informal use by individuals familiar with the event.

*Key quote from the Governance review - Policies and procedures need to be documented, known and shared*

A complete Policies & Procedures manual is required for an event of such size and structure. Select policies should be made available to the public / schools on the EB website. Generic policies may already be available for use via the CGSC that can be tailored to the EB.

It is recommended that a Policies & Procedures manual is established and shared taking into consideration the factors that have been included the Event Management toolkit in Part B: Documentation and Appendices.

It is recommended that this manual is completed by September 1, allowing time for stakeholders to implement any templates, processes, etc, that are required.

## **Reporting**

The Event Director is seen as the conduit between the S.86 Committee and the Operations Group and Local Planning group for both information sharing and reporting.

There is no evidence of formal reporting lines or frameworks to support risk management, financial reporting, performance management or continuous improvements.

Without established performance measures and agreed targets reporting has been limited to risk management, progress updates on event planning and financial reports. We have not sighted any documentation to demonstrate reporting is being done in a consistent manner and are only able to make the assumption that an informal reporting system is in place and are meeting the needs of all stakeholders.

There was no evidence provided to demonstrate reporting against the 2013-18 Business Plan where some KPIs were present. It was noted during the discussion however that the S.86 Committee provides minutes to Council which are noted at Council meetings.

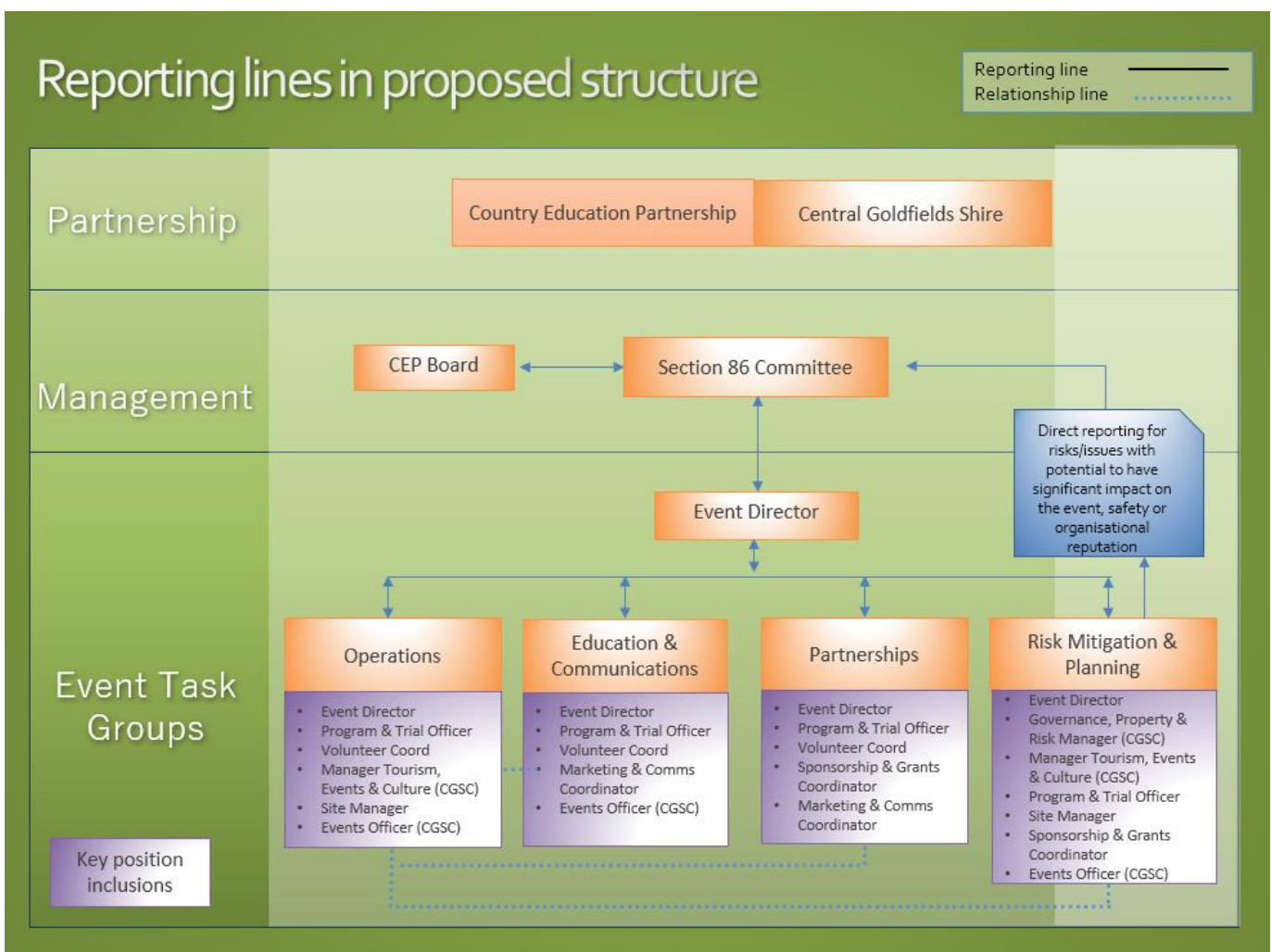
It is recommended that with the formal adoption of this plan and the implementation of recommendations around performance measurement, risk management and structure that a reporting framework be established taking all these things into consideration.

The reporting lines that we have provided for guidance represent relationship between task groups which are essential along with formal reporting lines. The Event Director is the conduit of information between the teams and the S.86 Committee and should be seen as the expert adviser across all groups. The Risk Mitigation and Planning team are required to report immediately to the S.86 Committee for risks with the potential to impact life, property, environment or reputation.

The CEP Board is responsible for all activities that CEP undertakes which includes EB. CEP EO is the conduit between the CEP Board and the EB celebration event through membership on the S.86 Committee. This role is responsible for decision making and information sharing on behalf of CEP.

A key consideration around reporting is the establishment of robust financial planning and management practices. For an event with a substantial operating budget such as EB it is reasonable to expect that this includes an annual budget with monthly forecasting to enable year to date reporting against actual spend.

**Diagram 7 - reporting and relationship lines**



## Strategic Planning

This Business Plan should be seen as a blueprint in setting the foundations that will support improved strategic planning and support opportunities for growth in the future.

It is important to acknowledge the detail in the 2013-18 business plan which could be used as the foundations for setting the event goals moving forward. It was noted that the business plan was created as a requirement for the 2015 Tourism Vic Awards submission and was reactive rather than a proactive planning process which will be key in the development of future strategic plans.

A strategic plan should be used to communicate your goals and the actions needed to achieve those goals. With the numerous recommendations in this plan and the presence of a number of risks relating to event sustainability, the platform required to adequately plan in this way is not currently in place. The priority is on ensuring event sustainability in the short term (1-3 years) with the development of a 3-5 year strategic plan to follow this.

Details around event / operational planning is addressed in Action Area 4 - The Event.

## **Risk & Issue Management**

Currently visibility and reporting around the management of risks and issues documented in the Risk Management Plan (RMP) is unclear. Whilst we have been able to confirm that risks are documented in the RMP there has been no evidence produced that demonstrates a robust process for monitoring and reporting against risk management activities.

The event operates under the CGSC risk management policy and related framework which again provides sound governance practices in this area. It is however recommended that an event as large and complex as EB manages its own Risk and Issue registers separate to that of CGSC. This should be seen as a program risk and issue register rather than an organisational risk register that would exist at CGSC.

The establishment of a risk register would allow adequate documentation of risk status and reporting of risk mitigation activities. Under the proposed governance structure, the Risk Mitigation & Planning Team would be accountable for ensuring the risk and issue register is updated regularly and reported to the Section 86 committee monthly. If the new structure is not adopted it is recommended that this responsibility be allocated to an individual with clear procedures developed to support improved risk management and reporting processes.

The topic of risk management is covered in more detail previously in this plan in Action Area 4: The Event.

It is recommended that the creation of a risk and issue register to enable timely action, monitoring and reporting practices include the following information:

- **Risk Register**
  - Contributor detail (individual, group or engagement activity)
  - Category - this could include things such as:
    - operational
    - governance
    - financial
    - resourcing
    - schedule
    - scope
    - community
    - technical
    - procurement
    - partnerships
  - Risk description (cause, impact, consequence)
  - Likelihood and risk rating
  - Risk treatment strategy
    - Risk response
    - Risk owner
    - Risk actions
  - Current status

- **Issue Register**

- Contributor detail (individual, group or engagement activity)
- Issue type - this could include things such as:
  - operational
  - governance
  - financial
  - resourcing
  - schedule
  - scope
  - community
  - technical
  - procurement
  - partnerships
- Issue description
- Issue status
  - date to be resolved by
  - priority rating
  - resolution to be implemented
  - current status (including an open/closed status option)

It is recommended that to support review and monitoring of risks and issue management the S.86 Committee should set agreed risk tolerances including threshold for escalation of risks to the S.86 Committee. As a minimum, issues recorded in the issues register should be discussed often, while risks recorded in the risk register should be reviewed periodically.

## **Financial Management**

In the past few years systems and processes have been implemented to improve financial accountability including the key activity of bringing all financial aspects of the event into one central location. Another key change involves the leadership role that the CGSC Manager Tourism, Events and Culture now plays in the preparation of the event budget bringing a high level of expertise to this area of financial management including the direct support of the CGSC Finance Manager.

Additional provisions in this area including robust financial reporting to support the development of strategic plans with a focus on cost savings and growth of the event is in development and will also be beneficial.

To assist with transparency and evidence-based decision making there needs to be a stronger link between the Event Director who establishes the event budget annually, the Manager Tourism, Events and Culture and the CGSC Finance Manager, who manages the financial management system for the CGSC of which the event financial management is now recorded and managed.

The topic of financial management is covered in detail further in this plan at Action Area 2 - Financial Sustainability.

## **Key Performance Indicators**

The 2018 Internal Audit highlights the absence of evaluation and reporting of events to council and key stakeholders as a risk. This activity will not be achieved without investing time in developing performance measurements with agreed Key Performance Indicators (KPIs) that are communicated and understood by key personnel.

KPIs should be established for the EB objectives with performance against these objectives measured and reported against at the end of each event and at other established times to consider progression towards expected outcomes.

In the establishment of KPIs there should be consideration on how the event objectives link to CGSC objectives and links between the KPIs should be established wherever it is deemed relevant.

Below are some ideas to assist in the development of KPIs for event objectives include:

- Product
  - Increase Innovations in Technology entries to 90% capacity by 2020 EB Event
  - Increase Pushcart entries to 85% capacity by 2020 EB Event
  - Increase EEV entries to 70% capacity by 2020 EB Event
  - Increase HPV - TRYathlon entries to 100% capacity by 2020 EB Event
  - Increase HPV Secondary entries to 100% capacity by 2020 EB Event
  - Introduce one new innovative learning experience to the expo space / event site each year
- Finance
  - Increase sponsorship revenue to \$185,000 by 1 November 2019
  - A minimum of 2 funding submissions are made to relevant funding bodies to attract \$30,000 of funding towards the 2020 event. *(linked to the new sponsorship & Grant Coordinator role)*
  - Increase entry fee revenue to \$198,900 by 30 June 2020 *(this figure is taken from the forecast budget for 2019/20)*
  - Sponsorship agreements have been signed with 2 new sponsors by 1 November 2019
- Marketing
  - Increase the number of flow through traffic from EB webpage to Visit Maryborough webpage by xx% by 30 June 2020
  - Increase return visitation rate to the Central Goldfields Shire by xx% by 30 June 2019
  - 5-8 news sponsors are attracted by 2021 contributing an additional \$80,000 to \$100,000 in sponsorship over multiple years *(linked to the new sponsorship & Grant Coordinator role)*
- Environment
  - Increase the number of expo spaces for organisations who address environmental impacts to xxx by xxx
  - Decrease the amount of landfill from the event duration from xxx to xxx by xxx
- Professional Development
  - Key event management roles are identified with a documented succession plan in place by 30 June 2020
  - Volunteer PDs are created for all roles and published as part of the Volunteer handbook by 30 June 2019
- Customer Service
  - Volunteer retention rates are maintained at an average 80% over a 5-year period.
  - Customer satisfaction levels - This will come directly from post-event surveys where baseline data can be considered before determining KPIs for this area.
  - Introduction of Lessons log to track customer feedback by 1 December 2019
- Risk Management
  - Introduction of event risk and issue register by 1 November 2019
  - Risk mitigation strategies for xx% of identified risks are in place by 1 January 2020
  - Reduce the number of track incidents requiring medical attention by xx% at the 2019 event
- Community
  - Improve direct business communications through the development of an engagement strategy developed in collaboration with combined Committee for Maryborough and business leaders by 31 July 2019.
  - Increase local business sponsorship to \$20,000 by 1 November 2020
  - Increase the number of EOI applications from community groups to a minimum of 6 by the 2020 EB event.
- Economic Benefit
  - Increase local purchasing by participating schools by xx% in 2019 increasing to xxxx in 2020

It is recommended that the following actions occur to support the implementation of KPIs.

- Formal expectations for monitoring and review need to be set. This should include a commitment to consultation, transparency and reporting that can be used to inform decision making.
- The establishment of **Key Performance Indicators (KPI)** to measure how effectively the event is achieving agreed objectives.
- Documentation of these KPIs in Position descriptions for relevant key roles

## **TENDER PROCESS:**

There have been significant improvements made in the past few years to ensure that contracted services are managed under the procurement guidelines within CGSC. There is the possibility that opportunities to improve this further are present with additional services provided not supplied under a formal contract and advice from the event management team taken on face value that the best possible arrangements are in place as limited suppliers are available to deliver select services.

As with the nature of event management in smaller communities, it should be acknowledged that the good will and generous local discounting provided by some local businesses and community groups provide flow on economic and community wellbeing benefits that should be considered if any changes to current practices were to be implemented. It is also fair to expect that some of these services will increase in price when tendered in this way. In saying this however there should be full transparency and disclosure of the agreements in place for all aspects of event expenditure for service provision.

Consideration and communication with current vendors who provide services at a highly discounted rate should occur prior to changing tendering practices. It should be encouraged for these businesses to tender at market rates with the inclusion of a sponsorship option where the previously discounted amount can be recognised as a sponsorship partnership instead.

Information current as at March 2019 details the following services that are managed through the CGSC procurement team along with the tender cost and contract status where this information was provided.

- Electrical - Expired new contract required
- Showers G1111-16 Expires at 2019 event completion has 2 x 1-year extension available
- Toilets G1111-16 Expires at 2019 event completion has 2 x 1-year extension available
- Marquees G1193-17 Contract expired at event completion 2018 has a 1-year extension available
- Security G1114-16 Expires at 2019 event completion has 2 x 1-year extension available
- Race Timing G1265-18 RaceSafe No contract in place Cost approx. \$22,000
- Medical and Emergency Services Plan for Energy Breakthrough No G1265-18. Unsure if another plan is required or if we continue to use existing plan Cost \$22,000
- First aid services for Energy Breakthrough G1301-18 St Johns First Aid - No contract in place approx., \$17,000 pa
- Accommodation for Energy Breakthrough G1296-18 Maryborough Caravan Park- No contract in place Cost \$16,484.00
- Transporting Barriers for Energy Breakthrough G1295-18 No contract in place Hutchins Rowles



## **Disclaimer:**

The analysis of program/event documentation along with extensive consultation with key stakeholders has demonstrated that in some cases alignment of opinion on what is required to support event sustainability and priorities for the event are not always present.

This plan has been developed providing many options for considerations that primarily will support financial sustainability for the event. In providing these scenarios for consideration by the S86 Committee it must be noted that key personnel experienced in running the event have expressed concerns around possible damage to relationships with schools and volunteers, particularly in the areas of changes to fee structures and volunteer billeting. Stakeholder engagement and consultation will be the key to implementing any changes that affect these relationships.

## **Financial analysis**

Whilst there have been many improvements made in the past year to support improved financial management and reporting in to the future the task of understanding the finances from the 2018 event proved somewhat difficult.

Examples of these difficulties was the absence of post event financial reporting against the Draft 2 EB Budget 2018 (v2) excel spreadsheet that detailed the 2018 event budget. The 20190630 EBT EofY Financial Statement spreadsheet was not intended to be completed until the end of the financial year when all 2019 school fees were in which did not align with the timing for the development of this plan.

Adding to this was the high level nature of the CGSC financial reports so the account transactions needed to be analysed individually and requests made for specific invoices, as the transactions records summary didn't not always detail what the invoice was for. A spreadsheet was provided in mid May which has enabled a better understanding and analysis of the budget lines which has now been used to provide the financial analysis for this plan.

## **Legal advice**

The authors are not qualified to provide any legal advice and as such have noted in the section relating to the Partnership Agreement that legal advice should be obtained in the development of the new agreement. Suggested inclusions have been provided to support this following comments and/or concerns over clarity of the partnership during the engagement phase of plan development.

## **Contractor expenses**

This plan provides some estimated costs for the inclusion of the new contracted positions under the proposed structure changes. The annual costs of these contracted positions will depend on the level of experience and expertise that the contractor brings to the role and the requested service provision required. The estimated figures are middle of the range figures to support some consideration in this area only.

It is expected that if the proposed structure changes are accepted the current contracted roles of Event Director, Education Officer and Online Manager will also change requiring new contract arrangements including a review of remuneration for each of these positions. This cannot be estimated until final decisions are made and endorsement of the roles & responsibilities for each of the contracted roles (current and proposed) is clearly defined.

## 8.8 PROPERTY OCCUPANCY POLICY

**Author:** Property and Risk 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.*

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### SUMMARY/PURPOSE

The purpose of this report is to recommend that Council endorse version two of the draft property occupancy policy following the outcome of the community consultation process.

This report details the comprehensive consultation that has been undertaken, the feedback received and the improvements that have been applied to version one of the draft policy through the process. The policy is to ensure that all occupants are treated in a transparent and consistent manner and risks associated with the occupancy are appropriately managed.

### LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Built and Natural Environment

Outcome: Our Shire celebrates the rich built and natural heritage and a sustainable environment.

3.1 Objective: Ensure investment in roads, footpaths and buildings meet community needs now and in the future

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Community

Outcome: A supported, cohesive community, living full and healthy life.

1.8 Objective: Maximise all forms of connectivity for the community.

### BACKGROUND INFORMATION

Council historically has dealt with the occupancy of Council owned and managed land and/or buildings on an as needs basis. There are many properties within the Shire where community/user groups have occupied, managed and maintained buildings for prolonged periods without any formal written agreement with Council.

This has resulted in present day issues relating to asset ownership, confusion and a lack of understanding of roles and responsibilities with regard to property matters such as maintenance, annual inspections, insurance, public liability and so on.

Council is responsible for public land which includes land and built structures located on Council freehold land or Crown land where Council is the appointed Department of Environment, Land Water and Planning (DELWP) Committee of Management.

## REPORT

The draft property occupancy policy is intended to provide the framework for Council for developing occupancy agreements, in accordance with legislative requirements and to inform the community in a clear, transparent and unbiased manner on how Council manages property.

This framework is designed to ensure an equitable approach and is intended to streamline the use of Council land and/or buildings for the benefit of the community and to provide guidance on user charges for the utilisation of Council assets.

At its meeting on 28 May 2019 Council considered the draft Property Occupancy Policy and resolved to:

1. Endorse the draft Property Occupancy Policy.
2. Undertake a community consultation process on the draft Property Occupancy Policy, including but not limited to; public exhibition, advertisement in the local newspaper, providing a draft for comment to all occupants of Council properties, engaging the community voice panel and posting on Council's website (Have your Say).
3. Invite public submissions and feedback on the draft Property Occupancy Policy.
4. Receive public submissions on the draft Property Occupancy Policy during the exhibition period ending 5.00 pm on 1 August 2019 and schedules a Special Hearing Meeting at 5.30 pm on 13 August 2019 to hear from any person who wishes to speak to their submission.

### Consultation Period and Information Session

Council commenced the consultation period by placing a notice in the Maryborough Advertiser, commencing from 28 June 2019 which was referenced in subsequent advertisements. A copy of the draft policy was made available on the Have Your Say section of Council's website and was available for public viewing at Council's Customer Service counter.

In addition to the above, Council wrote directly to groups and organisations who were in occupation of Council buildings about the draft policy. Each group/organisation was asked to provide feedback on the draft policy and were invited to attend an informal information session on the draft policy.

The policy information session was held on Wednesday 17 July 2019 at 6pm in the Community Hub. The session was very successful with a total of 64 people in attendance representing 30 groups/organisations and eight Council staff members present. The comments/feedback recorded from the session, was emailed to those who provided contact information on 23 July 2019.

The information obtained from the session has been vital in revising the draft policy and incorporating the improvements that had been suggested.

### Submissions received

Council received a total of 18 written submissions from various individual, groups and organisations, and these submissions were circulated to Administrators on 13 August 2019. It was evident from the feedback provided that version one of the draft policy had areas of ambiguity that required further consideration.

Many of the submissions raised site specific matters rather than feedback on the draft policy. The information provided however will assist Council officers in understanding the history of the individual sites to determine the appropriate agreements or structures. Council officers will work with individual groups/organisations about specific matters once the policy has been adopted.

### Hearing Meeting

Of the 18 submissions received four submitters elected to be heard in support of their submissions. Council held a hearing of submissions meeting on Tuesday, 13 August 2019 with three submitters in attendance who spoke to their submission.

### Amendments to Policy

In response to the feedback received, the following amendments have been made to the draft property occupancy policy in order to create version two - draft property occupancy policy (Attachment 1):

#### 1 Purpose

- Recognition of the important role that volunteer committees play in maintaining Council owned and managed land and buildings.

#### 3.3 Types of Agreements

- New sections included to address the ability for either a DELWP appointed Committee of Management or a committee appointed by Council under Section 86 of the Local Government Act to occupy public land.

#### 3.5 Duration of Tenure

- New line included - Council may consider extended terms for groups where investment and development on the site is proposed.

#### 3.6 Occupant Categories and Assessment of Rent

- Categories have been amended to be clear and examples removed to avoid confusion.
- Category B has been set at \$520.00 per annum plus GST (\$10 per week).
- New Category D - Sporting groups has been created.
- Rent for Categories C and D will be considered on a case by case basis in direct consultation with the occupier.

### 3.8 Insurance

- Section reworded to take into consideration specific circumstances to provide some flexibility here.

### 3.11 Capital Works - Improvement, Alterations and/ or Additions

- The requirement for occupiers to use only Council's contractors was recognised as overly restrictive and onerous. The revised wording enables flexibility for occupiers to use their preferred contractors, however the occupiers must seek and receive Council approval to do so prior to the works being undertaken.

## **CONSULTATION/COMMUNICATION**

The initial consultation on the draft property occupancy policy has been successful and has provided Council with areas for improvement. Given the amendments to the original draft, it is intended that version two of the draft property occupancy policy, subject to Council endorsement, is placed on public exhibition for consultation for a further period of one month.

In addition, all of individuals and groups involved in the information session and those that provided feedback will be notified in writing and invited to provide comment/feedback.

## **FINANCIAL & RESOURCE IMPLICATIONS**

If Council resolves to undertake further consultation on version two of the draft policy, there will be costs associated with placing advertisements however these are minimal and within the operating budget.

## **RISK MANAGEMENT**

The benefit of implementing a property occupancy policy ensures that Council assets and facilities that are occupied by the community groups, organisations, individuals and businesses are used in an appropriate and responsible manner for the health, wellbeing and safety of the community.

Introducing a property occupancy policy will assist to mitigate risk exposure to Council by clearly defining terms and conditions of use and occupation of Council assets and facilities.

A property occupancy policy will also reduce the risk to groups and organisations which occupy Council land and buildings, by ensuring that they have certainty of tenure, rental fees and maintenance requirements.

## **CONCLUSION**

The introduction of a property occupancy policy will benefit users of community assets by providing security of tenure, an equitable and transparent pricing structure and a clear understanding of maintenance and reporting responsibilities.

The community engagement undertaken to date has been extremely successful and has highlighted areas within the draft Policy that can be improved. Given the strong feedback received and the scope of changes to the draft policy, it would be reasonable and valuable to undertake a further consultation process with the community.

**ATTACHMENTS**

## 1. Version 2 - Draft Property Occupancy Policy

**RECOMMENDATION**

*That Council:*

1. *Acknowledges the valuable input of the 18 formal submissions made on version one of the draft Property Occupancy Policy and the contribution of all those people who attended the information session on the draft Property Occupancy Policy held on 17 July 2019.*
2. *Endorses version two of the draft Property Occupancy Policy.*
3. *Undertakes a community consultation process on version two of the draft Property Occupancy Policy, including but not limited to; public exhibition, advertisement in the local newspaper, providing a draft for comment to all occupants of Council properties and posting on Council's website (Have your Say).*
4. *Invites public submissions and feedback on version two of the draft Property Occupancy Policy.*
5. *Receives public submissions on the version two of the draft Property Occupancy Policy during the exhibition period ending 5.00 pm on 31 October 2019 and schedules a Special Hearing Meeting (if required) at 5.30 pm on 13 November 2019 to hear from any person who wishes to speak to their submission.*



# Property Occupancy Policy

Category: Council Policy  
Adoption: Council Date:.....  
Review Period: Three years  
Responsible Manager: General Manager Corporate Performance  
  
Signed by CEO: .....  
Date: .....

## 1. Purpose

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Central Goldfields Shire Council is committed to working in partnership with the community to encourage, develop and support community based organisations and the wide range of local quality recreational, cultural, social and community support and business group initiatives which they undertake that make a positive contribution to the Central Goldfields Shire community and strengthen the development of a supported, cohesive community, living a full and healthy life.

Council recognises that there is an overall social benefit for the community to enable the use of Council owned and managed land and facilities by organisations that provide recreation and sporting opportunities, and other community services. These services enhance the quality of life and wellbeing of our municipality and support the objectives set out in the Council Plan.

This Policy aims to provide a framework for determining the occupancy agreements for public land within the Shire in a fair, transparent and equitable way. Through implementation of this Policy Council will ensure that:

- Occupancy agreements maximise community benefit of public land;
- Occupiers of public land are treated in a fair and equitable manner;
- Occupancy agreements are issued in accordance with legislation and Council's delegations and powers;
- Occupancy agreements are simple and transparent;
- Protect the rights of occupiers of public land and Council;
- Risks associated with public land occupancy are appropriately managed.



## 2. Scope

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This Policy applies to public land which includes land and built structures located on Council freehold land or Crown land where Council is the appointed Committee of Management, which is occupied by third parties.

The principles of this Policy apply to both new occupancy agreements entered into after the Policy approval date, and those agreements which expire after the Policy approval date and are considered for renewal. Council commitments under agreements existing at the time of this policy being approved, including 'options' clauses, will be honoured in their original form.

Council is committed to ensuring the health, safety and ongoing sustainability of community groups and organisations within the Shire.

## 3. Policy

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### 3.1 Definitions and Abbreviations

<i>Term</i>	<i>Meaning</i>
<b>The Act</b>	Means the <i>Local Government Act 1989 (Vic)</i>
<b>Approval in Principle</b>	Approval that is subject to other conditions being satisfied, such as legislative advertising process, prior to the agreement going ahead.
<b>Capital Works</b>	Any improvements, upgrades, alterations and/or additions (internal or external) to change the use, function, or layout of an existing Council owned or managed Property.
<b>Commercial</b>	An occupation which, by its nature, could reasonably be expected to generate a profit. Includes businesses, instructors, corporations, political groups and training organisations. May also include government departments and not-for-profit organisations operating on a commercial basis.
<b>Community benefit</b>	Economic, social and environmental benefits that accrue to the wider community.
<b>Council</b>	Central Goldfields Shire Council
<b>Council managed land</b>	Crown Land managed by Council as the designated Committee of Management but not owned by Council. May also include buildings or other assets located on this land.
<b>Council owned land</b>	Land owned by Council in freehold. May include buildings or other assets located on this land.
<b>CPI</b>	The Consumer Price Index, a statistical measure that examines with weighted average of prices of groups of consumer goods and services.
<b>DELWP</b>	Department of Environment, Land, Water and Planning or its successor.
<b>EOI</b>	Expression of Interest, competitive public process in which submitters are invited to bid for the right to hold a lease or licence over Council-owned or Council-managed land.
<b>General Manager</b>	The Council appointed General Manager Corporate Performance with responsibility for property leases and licences.
<b>Lease</b>	An agreement for the occupation of land and/or buildings which grants exclusive rights of occupation to the tenant.
<b>Licence</b>	An agreement for the occupation of land and/or buildings which does not grant exclusive rights of occupation to the tenant.
<b>Not-for-Profit organisation</b>	An organisation that provides a demonstrated community benefit, and does not operate for the profit, personal gain or other benefit of particular people. Some examples include charities, sporting and recreational clubs, community service organisations, professional and business associations, and cultural and social societies.
<b>Private use</b>	An occupation of a private nature which provides no, or minimal, wider community benefit.
<b>Tenant</b>	An individual, company or incorporated body that occupies Council owned or Council managed land under an occupancy agreement.
<b>Valuation</b>	A valuation undertaken by a person registered to do so under the <i>Valuation of Land Act 1960 (Vic)</i> .





## 3.2 Statutory Requirements

### Council Owned Land

The granting of a Lease for Council owned land may be subject to Council complying with its statutory obligations in accordance with Section 190 of the Act which requires Council to advertise its intention to lease land to another party and to consider submissions under Section 223 if the lease is to be -

- (a) for 1 year or more and -
  - i. the rent for any period of the lease is \$50,000 or more a year; or
  - ii. the current market rental value of the land is \$50,000 or more a year; or
- (b) for 10 years or more; or
- (c) a building or improving lease

### Council Managed Land

Council is also responsible for managing Crown land on behalf of the Victorian Government (DELWP) as the appointed Committee of Management in accordance with the *Crown Land (Reserves) Act 1978 (Vic)*. Council must adhere to the:

- Leasing Policy Victorian Crown Land May 2018; and
- Crown Land Leasing Guidelines 2012.

These two documents provide the framework and guidelines for the leasing of Crown land in Victoria. Council must seek Ministerial approval in-principle to lease or licence any Crown Land and all agreements must be prepared on DELWP's standard documentation.

### Other Requirements

Council is required to maintain a publicly available register of all leases involving land where Council is the lessor, including details of the lessee, terms and value, in accordance with the *Local Government (General) Regulations 2015 (Vic)*.

## 3.3 Types of Agreements

When considering the appropriate occupancy agreement for a piece of public land Council has several options to choose from including:

- Lease
- Licence
- Seasonal use agreement
- DELWP appointed Committee of Management
- Section 86 committee under the Act



Further detail on each of these options follows:

### 3.3.1 Lease

**When** – There is public land which has a single use and users have exclusive use of the land and/or buildings. Some examples include land on which bowling, golf, tennis or gun clubs are situated, or buildings and/or land occupied for the sole benefit of the tenant, for example Aerodrome sites and buildings. Access to such public land is typically either:

- Physically restricted and members of the general public can only participate in the dedicated land use after paying a membership or casual hire fee.
- Not available – the tenant has sole exclusive use of the site.

**Where** – There is an incorporated legal entity that wishes to occupy public land for a single purpose.

### 3.3.2 Licence

**When** – There is public land which has a single or multiple uses and users that have non-exclusive use of the site. One example is a public building that is used by different community groups on different days of the week but at regular times each week.

**Where** – Licences enable Council to allow multiple users of public land to occupy the land and/or buildings in a shared (non-exclusive) manner, which improves the utilisation of the facility and reduces the need for stand alone, single use infrastructure.

### 3.3.3 Seasonal use agreement

**When** – The public land has multiple uses and users have non-exclusive use of the site. An example of this is a recreation reserve with football, cricket and netball facilities that is also available for members of the public to access at no cost when not in use for sporting activities.

**Where** – The public land is managed by Council and individual clubs only wish to occupy public land only for the duration of their sporting season. At season's end they relinquish their occupancy in order to allow another club to use the public land for their sporting season.

### 3.3.4 DELWP appointed committee of management

**When** – There are two main types of public land occupancies suited by this management structure:

- Crown land which has multiple uses and users have non-exclusive use of the site. An example of this is a recreation reserve with football, cricket and netball facilities that is also available for members of the public to access at no cost when not in use for sporting activities. Because the public land is not locked, members of the public can enter the land and undertake unsupervised activity (such as jogging on the turf, flying a kite, walking the dog, having a hit of cricket in the nets) without paying a fee to do so.



- Crown land which has a single use and users have exclusive use of the site. Some examples include land on which bowling, golf, tennis or gun clubs are situated. Access to such public land is usually physically restricted and members of the general public can only participate in the dedicated land use after paying a membership or casual hire fee.

**Where** – There is an existing (or potential) incorporated legal entity that is able to demonstrate that it has the capacity to manage the Crown land with due regard to the interest all stakeholders in that public land. Such entities are often constituted with broad representation and display maturity in their governance and financial management.

**Why** – Rather than having a tripartite land management structure (DELWP, Council and the land manager), the land management structure is simplified to just DELWP and the land manager. This structure provides improved communication, greater autonomy for the land manager, and eliminates any conflict where Council and DELWP may have conflicting views on a particular issue.

### **3.3.5 Section 86 committee under the Act**

**Where** - Council wishes to delegate the management of the public land to a committee.

**Why** – In order to ensure that the interests of all stakeholders are recognised and managed in a fair and equitable matter, Council can appoint a Section 86 committee and delegate the responsibility of managing the public land to that committee.

## **3.4 Expression of Interest (EOI)**

Council may decide to conduct an EOI for the issue or renewal of a lease or licence that is wholly or partly commercial in nature. The decision to conduct an EOI process for a property will be based on factors including the following:

- The likelihood of multiple interested applicants and users
- The size and location of the Property
- The value of the Property
- The expected rental return
- To ensure the Tenant delivers specific services
- To allow for innovative or flexible solutions for the property



### 3.5 Duration of Tenure

#### Council Owned Land

The duration of Agreements on Council owned land will generally be determined in accordance with the table below and will take into account the intended and future use of the land and/or buildings, capital investment and economic benefit including employment.

<i>Type</i>	<i>General terms</i>
Lease	Three years with consideration of two further options of three years
Licence/Seasonal Use	Two years with consideration two further options of two years

Notwithstanding, this table is a guide only and other tenures may be more appropriate in certain circumstances, whereby Council may consider extended terms for groups where investment and development is proposed.

#### Council Managed Land

Where Council manages Crown Land, all tenures will be determined on a case by case scenario and must be approved in-principle by DELWP before Council can offer a lease or licence. The duration of a lease is restricted to a full tenure of 21 years and a licence will not exceed nine years.

<i>Type</i>	<i>General terms</i>
Lease	Up to 21 years
Licence/ Seasonal Use	Up to nine years

Any further extensions to the above tenures will be considered on a case by case scenario and will be at the discretion of Council and DELWP.



### 3.6 Occupant Categories and Assessment of Rent

All occupants entering into an Agreement for Council owned or managed land and/or buildings under this Policy are categorised and the rent will be determined in accordance with the table below.

<i>Category of tenant</i>	<i>Definition</i>	<i>Rent and costs</i>	<i>Eligibility</i>
<b>A - Not-for-Profit/Community Groups</b>	Not-for-profit and Community groups that are generally accessible to all residents and engage the wider community for the benefit of the inclusion/ wellbeing and engagement of the community	<ul style="list-style-type: none"> <li>- The occupier is responsible for fire services property levy and water charges. Payment of utility services will be determined on a case by case scenario.</li> <li>- A community rental of \$104.00 (plus GST) per annum will apply.</li> </ul>	<ol style="list-style-type: none"> <li>1- Use approved by Council and;</li> <li>2- Not-for-profit or voluntary groups that receive minimal or no external funding to operate with limited revenue raising ability and;</li> <li>3- Provides significant community benefit.</li> </ol>
<b>B - Other/Community Groups</b>	Community groups that provide a core service to the local community and have an element of commercial/ business operations.	<ul style="list-style-type: none"> <li>- The occupier is usually responsible for all utilities services, the fire services property levy and any waste removal charges.</li> <li>- A rental of \$520.00 (plus GST) and will apply.</li> </ul>	<ol style="list-style-type: none"> <li>1- Use approved by Council and;</li> <li>2- Has some revenue raising ability and may receive external funding support and;</li> <li>3- Groups that charge fees and has the ability to raise revenue and;</li> <li>4- Provides significant community benefit.</li> </ol>
<b>C - Other</b>	Organisations or Groups that have an element of commercial/ private operations that may provide a level of community service	<ul style="list-style-type: none"> <li>- The occupier is responsible for all utilities services, fire services property levy and any waste removal charges.</li> <li>- The rent will be determined on a case by case scenario whereby further discounts may be applicable i.e. capital contribution to the improvement of assets.</li> </ul>	<ol style="list-style-type: none"> <li>1- Use approved by Council and;</li> <li>2- Groups that charge fees and have the ability to raise revenue.</li> </ol>
<b>D - Sporting Groups-Seasonal Tenants</b>	Sporting groups that may or may not have an element of commercial/ private operations	<ul style="list-style-type: none"> <li>- The occupier is usually responsible for all utilities services, fire services property levy and any waste removal charges.</li> <li>- The rent will be determined on a case by case Scenario and may be negotiated/ discounts applied i.e. capital contribution to the improvement of assets.</li> </ul>	<ol style="list-style-type: none"> <li>1- Sporting group;</li> <li>2- Use approved by Council and;</li> <li>3- Groups that charge fees and have the ability to raise revenue.</li> </ol>
<b>E - Commercial/Private use</b>	This category includes operation of a business or commercial activity where income is obtained and/or private gains from the use of the premises.	<ul style="list-style-type: none"> <li>- A market rent valuation determined by an independent qualified valuer or competitive public EOI process.</li> </ul>	<ol style="list-style-type: none"> <li>1- Use approved by Council.</li> </ol>

From time to time the occupant categories under this section may not be considered suitable and the Chief Executive Officer has the power to deviate from this Policy if deemed appropriate.



### 3.7 Rent reviews

Rental Reviews will occur in accordance with the Agreement. This will generally occur when a new term is entered into.

All Community based rent will be increased annually by CPI during the term of a Lease or Licence.

All Commercial rent will be increased annually by 3% during the term of a Lease or Licence. On the exercise of any option for renewal/ further term the rent will be determined by a certified practicing Valuer at the current market rental.

### 3.8 Insurance

All occupants are required to hold current Public Liability Insurance to a value determined by Council as detailed in their agreement. A copy of the Public Liability Insurance is to be provided to Council on an annual basis as evidence of cover.

All occupants must hold current insurance for contents or equipment owned or controlled by them at the Council Property. Consideration will be given to specific circumstances and historical arrangements on a case by case scenario. Where multiple users are in occupation of a Council asset direct consultation with groups will be undertaken to determine the appropriate mechanisms for contents insurance.

Building Insurance for all Council assets will be paid for by Council.

### 3.9 Maintenance Requirements

Occupiers of Council land and/or buildings are required to maintain the subject facility in accordance with the Maintenance Schedule attached to their agreement. The agreement schedule will specify the responsibilities of Council and the Occupant/s in regard to maintenance of land and/or buildings. Council reserves the right to negotiate maintenance responsibilities and costs.

The Occupants will be responsible for keeping the land and/or buildings clean, in good condition and perform incidental maintenance not requiring a skilled tradesperson.

### 3.10 Reporting and Inspections

Occupants may be required to provide various reports as a condition of their Agreement usually where committees or groups are not incorporated, which may include but is not limited to:

- annual report (including office bearers, financial statements);
- a list of hirers that used the premises in the previous financial year;
- business plan or strategy.

All Occupants will be required to complete an annual building assessment/ condition report of the premises on the relevant form provided by Council. Council will undertake Essential Safety Measures (ESM) checks on all premises in accordance with the Building Regulations 2018.

Council reserves the right to inspect a premises annually or more frequently as required, in consultation with the Occupants.



### **3.11 Capital Works- Improvements, Alterations and/or Additions**

Occupants must not make any alteration or addition to any Council owned or managed Property without the consent of Council and/or DELWP. Any significant alterations or additions required shall be undertaken by Council's contractors unless otherwise agreed between the parties in writing.

If agreed by Council, any contractors engaged by an Occupant must be accredited, qualified tradespersons with appropriate insurances and copies of trade's qualifications and insurances must be provided to Council for information.

All improvements unless agreed otherwise between the parties will revert to Council at the end of the occupancy agreement.

### **3.12 Permits**

Any required permits, including building and planning permits and permits relating to events, will be the responsibility of the Occupant to obtain.

### **3.13 Keys and Locks**

Council will retain a set of keys for all Council assets, access to buildings would be in consultation with the occupants. If Occupants wish to change locks to a premises they are required to obtain Council consent and must provide Council with any new keys for the premises.

Occupants may install a security system at their own cost, however prior written consent from Council is required. Security codes and subsequent changes to codes must be given to Council immediately after installation.

### **3.14 Third Party Hire**

Occupants may be permitted to hire a premises to third parties for events and casual hire, subject to the conditions of their Agreement and in accordance with the requirements of Council's Casual User and Facilities Hire Policy.

### **3.15 Liquor Licence**

All Occupants must obtain written consent from Council prior to applying for a new liquor licence or applying for an amendment to a liquor licence. Council reserves its rights to object to any expansion or intensification and withhold any permission at its sole discretion.





## 4. Roles and Responsibilities

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Person/s responsible	Accountability
General Manager Corporate Performance	Overall responsibility for Policy implementation and compliance.
Manager Governance, Property and Risk	Provide strategic oversight of Council's property leasing and licencing portfolio.
Property and Risk Officer	Oversee the issuance of leases and licences in accordance with this Policy.

## 5. Human Rights Statement

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It is considered that this policy does not impact negatively on any rights identified in the *Charter of Human Rights and Responsibilities Act 2006 (Vic)*. Central Goldfields Shire Council is committed to consultation and cooperation between management and employees.

## 6. Related Council Policies and Procedures

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Council Plan 2017- 2021

Asset Management Policy 2019

Casual Hire Policy 2019

## 7. Relevant Legislation and Guidelines

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### Legislation

- *Building Act 1993 (Vic)*
- *Competition and Consumer Act 2010*
- *Crown Land (Reserves) Act 1978 (Vic)*
- *Equal Opportunity Act 2010*
- *Information Privacy Act 2000 (Vic)*
- *Land Act 1958 (Vic)*
- *Local Government Act 1989 (Vic)*
- *Planning and Environment Act 1987 (Vic)*
- *Privacy and Data Protection Act 2014 (Vic)*
- *Privacy Act 1988 (Cth)*
- *Retail Leases Act 2003 (Vic)*



**Regulations and Guidelines**

- Building Regulations 2018
- DELWP Crown Land Leasing guidelines 2012
- Leasing Policy Victorian Crown Land May 2018
- Local Government (General) Regulations 2015
- Retail Leases Regulations 2013

**DOCUMENT HISTORY (TO BE REMOVED BEFORE SIGNING)**

	<b>Date</b>	<b>Author</b>
Initial Draft	June 2018/ March 2019	Kristie Berry
Approved by GM for EMT		
Endorsed	28 May 2019	Council
Final Draft	27 August 2019	Kristie Berry
*Final Draft To Strategy Briefing		
*Final draft to Council meeting		
Signed by CEO		

## 8.9 CERTIFICATION OF FINANCIAL AND PERFORMANCE STATEMENTS 2018/2019

**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.*

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### SUMMARY/PURPOSE

The purpose of this report is to present Council with the draft Financial and Performance Statements and Governance and Management Checklist for 2018-2019, to seek in-principle approval for the Statements and authorise two Administrators on behalf of Council to certify the Statements in their final form.

### LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Organisation

**Outcome:** Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.

**4.1 Objective:** Ensure the financial sustainability of Council through efficient and effective delivery of services

**Initiative:** Review budget and financial reporting processes to improve monitoring of financial performance

Council must comply with the following sections of Local Government Act 1989 (*the Act*).

Section 132 (2) states that:

“The Council, after passing a resolution giving its approval in principle to the performance statement and financial statements, must submit the statements to the auditor for reporting on the audit.”

Section 132 (5) states that:

“The Council must ensure that the performance statement and financial statements, in their final form after any changes recommended or agreed by the auditor have been made are certified in accordance with the regulations by-

- a) 2 Councillors authorised by the Council for the purposes of this subsection and
- b) Any other prescribed persons.”

Section 131 of *the Act* requires Council to prepare an annual report in each financial year.

The annual report must contain the following:

1. A report of Council's operations during the financial year
2. Audited performance statement

3. Audited financial statements
4. A copy of the auditor's report on the performance statement prepared under Section 132 of *the Act*
5. A copy of the auditor's report on the financial statements under part 3 of the *Audit Act 1997*.

## **BACKGROUND INFORMATION**

Central Goldfields Shire Council, by virtue of an Order in Council provided for under the Local Government (Central Goldfields Shire Council) Act 2017, has three appointed Administrators at this time, therefore it is appropriate that two Administrators be authorised to certify the Statements.

Council cannot submit its Financial and Performance Statement to the Auditor-General and the Minister for Local Government unless Council has passed a resolution giving in-principle approval.

The Administrators must also be authorised to certify the Statements once amendments or changes requested by the Auditor-General have been made.

It is also a requirement that Council's Audit and Risk Committee has given its in principle support to the Statements.

Council therefore need to formally meet to review the draft Financial and Performance statements, after the Audit and Risk Committee has given its approval which occurred at the Audit and Risk Committee meeting held on 9 September 2019.

A resolution that Council agrees with the statements in principle (the 'in principle' statements) and authorises two specific Administrators to sign the final statements on behalf of, and with the full authority of, the Council is required. The 'in principle' statements and the Council resolution are then given to the Auditor-General's service provider.

The 'in principle' statements, the Council resolution and the audit service provider's recommended audit report are then forwarded to the Auditor-General who reviews the statements and requests changes where appropriate.

These changes are incorporated into the statements where appropriate. Any matters of significance, including proposed qualification issues, not previously considered by the Council are reported to Council prior to the formal sign-off of the statements by the two designated Administrators. When both Council and the Auditor-General are satisfied with the statements they are signed by the nominated Administrators and forwarded to the Auditor-General.

## **REPORT**

### Financial Statements

For the year ended 30 June 2019, Council will report a surplus of \$3.603 million, the result for the prior year was a surplus of \$3.688 million.

The operating result was greater than adopted budget by \$4.184 million, mainly due to \$3.040 million in found land, building and infrastructure assets recognised during the year.

Detailed explanations of variances to budget for income and expenses can be found in Note 1.1 of the Financial Statements.

The total cash balance at 30 June 2019 was \$12.188 million (including other financial assets), compared with \$8.986 million as at 30 June 2018. The increase was primarily due to grant income being \$3.044 million greater than budget, including \$300,000 received for the Healthy Hearts project and \$818,726 for flood recovery works (budgeted for in 2017-2018), and \$1,328,400 in Fixing Country Roads/Rural Roads Victoria funding.

Detailed explanations of the variances to budget for capital works can be found in Note 1.2 of the Financial Statements.

### Performance Statement

The Local Government Performance Reporting Framework is mandatory for reporting by councils as part of the 2018/2019 planning and reporting cycle.

For each service area there are output measures for appropriateness, quality and cost and one outcome measure. The outcome measures are collated and reported in an Annual Performance Statement which is audited as part of the year-end audit and included in Council's Annual Report.

There are further financial performance indicators and sustainable capacity measures which are also audited and included in the Performance Statement. All other service output measures are reported in the Report of Operations in Council's Annual Report.

### Governance and Management Checklist

The Governance and Management Checklist presents Council's results in the prescribed form of Council's assessment against the prescribed governance and management checklist. These results will be published in the Annual Report and on the Know Your Council website.

## **CONSULTATION/COMMUNICATION**

Once the financial statements and performance report have been finalised, a copy must be submitted to the Minister in accordance with Section 131 of *the Act*.

After the annual report has been submitted to the Minister, Council must also give public notice that the annual report has been prepared and ensure that it is available for inspection by the public in accordance with Section 131 of the Act.

## **FINANCIAL & RESOURCE IMPLICATIONS**

The financial statements and performance report were prepared internally by Council officers. The fee for the audit has been budgeted for within the 2018/2019 budget.

## **RISK MANAGEMENT**

Any risks in relation to this report have been discussed above.

## **CONCLUSION**

On advice of the Audit and Risk Committee, it is recommended that Council give in-principle approval for the 2018/2019 Draft Financial and Performance Statements and authorise two Administrators on behalf of Council to certify Statements in their final form.

## **ATTACHMENTS**

1. 2018/2019 Draft Annual Financial Report
2. 2018/2019 Draft Performance Statement
3. 2018/2019 Governance and Management Checklist.

### **RECOMMENDATION**

*That Council:*

1. *Gives its approval in principle to the Annual Financial Report, Performance Statement and Governance Checklist for the 2018/2019 financial year.*
2. *Authorises Administrator Harvey and Administrator Douglas to certify the Financial and Performance Statements in their final form on behalf of, and with the full authority of the Council.*

Central Goldfields Shire Council

ANNUAL FINANCIAL REPORT  
*For the Year Ended 30 June 2019*

# Central Goldfields Shire Council

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In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.

*Paul Brumby*  
**Principal Accounting Officer**  
Date : 2019  
*Maryborough*

In our opinion the accompanying financial statements present fairly the financial transactions of Central Goldfields Shire Council for the year ended 30 June 2019 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.

*Noel Harvey*  
**Chair of Administrators**  
Date : 2019  
*Maryborough*

*Karen Douglas*  
**Administrator**  
Date : 2019  
*Maryborough*

*Lucy Roffey*  
**Chief Executive Officer**  
Date : 2019  
*Maryborough*



insert VAGO Report

	Note	2019 \$	2018 \$
<b>Income</b>			
Rates and service charges	3.1	14,691,869	14,044,731
Statutory fees and fines	3.2	550,830	435,532
User charges	3.3	1,954,920	2,216,488
Grants - operating	3.4	8,665,868	8,542,961
Grants - capital	3.4	3,641,645	6,110,618
Contributions - monetary	3.5	284,801	387,311
Contributions - non monetary	3.5	174,245	387,402
Found and gifted assets	3.8	3,040,427	1,279,924
Other income	3.7	506,117	271,794
<b>Total income</b>		<u>33,510,722</u>	<u>33,676,761</u>
<b>Expenses</b>			
Employee costs	4.1	(12,499,299)	(12,101,668)
Materials and services	4.2	(8,183,365)	(8,362,377)
Bad and doubtful debts	4.3	(47,702)	(24,268)
Depreciation	4.4	(8,230,833)	(7,222,368)
Borrowing costs	4.5	(146,115)	(157,279)
Net loss on disposal of property, infrastructure, plant and equipment	3.6	(319,368)	(1,722,296)
Other expenses	4.6	(481,023)	(398,100)
<b>Total expenses</b>		<u>(29,907,705)</u>	<u>(29,988,357)</u>
<b>Surplus for the year</b>		<u>3,603,017</u>	<u>3,688,404</u>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation increment/(decrement)	9.1	(2,685,833)	14,949,606
<b>Total comprehensive result</b>		<u>917,184</u>	<u>18,638,010</u>

The above comprehensive income statement should be read in conjunction with the accompanying notes.

	Note	2019 \$	2018 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1	1,868,375	7,464,846
Other financial assets	5.1	10,250,000	1,520,965
Trade and other receivables	5.1	3,105,576	1,986,724
Inventories	5.2	119,114	98,191
Current assets classified as held for sale	6.1	245,223	573,394
Other assets	5.2	217,029	282,893
<b>Total current assets</b>		<b>15,805,317</b>	<b>11,927,013</b>
<b>Non-current assets</b>			
Property, infrastructure, plant and equipment	6.2	314,616,204	318,026,571
<b>Total non-current assets</b>		<b>314,616,204</b>	<b>318,026,571</b>
<b>Total assets</b>		<b>330,421,521</b>	<b>329,953,584</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.4	2,955,227	2,587,460
Trust funds and deposits	5.4	303,880	436,138
Provisions	5.5	2,660,766	2,675,600
Interest-bearing loans and borrowings	5.3	3,846,793	2,857,553
<b>Total current liabilities</b>		<b>9,766,666</b>	<b>8,556,751</b>
<b>Non-Current liabilities</b>			
Provisions	5.5	330,448	425,566
Interest-bearing loans and borrowings	5.3	38,520	1,602,564
<b>Total non-current liabilities</b>		<b>368,968</b>	<b>2,028,130</b>
<b>Total liabilities</b>		<b>10,135,634</b>	<b>10,584,881</b>
<b>Net assets</b>		<b>320,285,887</b>	<b>319,368,703</b>
<b>Equity</b>			
Accumulated surplus		126,115,074	122,520,557
Reserves	9.1	194,170,813	196,848,146
<b>Total equity</b>		<b>320,285,887</b>	<b>319,368,703</b>

The above balance sheet should be read in conjunction with the accompanying notes.

**Statement of Changes in Equity**  
**For the Year Ended 30 June 2019**

	Note	Total \$	Accumulated surplus \$	Asset revaluation reserve \$	Other reserves \$
<b>2019</b>					
Balance at beginning of the financial year		319,368,703	122,520,557	196,387,546	460,600
Surplus for the year		3,603,017	3,603,017	-	-
Net asset revaluation (decrement)	9.1	(2,685,833)	-	(2,685,833)	-
Transfers to other reserves	9.1	-	(8,500)	-	8,500
<b>Balance at end of the financial year</b>		<u><b>320,285,887</b></u>	<u><b>126,115,074</b></u>	<u><b>193,701,713</b></u>	<u><b>469,100</b></u>
<b>2018</b>					
Balance at beginning of the financial year		300,730,693	118,942,753	181,437,940	350,000
Surplus for the year		3,688,404	3,688,404	-	-
Net asset revaluation (decrement)	9.1	14,949,606	-	14,949,606	-
Transfers to other reserves	9.1	-	(110,600)	-	110,600
<b>Balance at end of the financial year</b>		<u><b>319,368,703</b></u>	<u><b>122,520,557</b></u>	<u><b>196,387,546</b></u>	<u><b>460,600</b></u>

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows  
For the Year Ended 30 June 2019

	Note	2019 Inflows/ (Outflows) \$	2018 Inflows/ (Outflows) \$
<b>Cash flows from operating activities</b>			
Rates and service charges		14,531,917	13,965,515
User charges, statutory fees and fines		2,755,383	2,891,747
Grants - operating		7,798,458	8,561,411
Grants - capital		3,641,645	7,610,618
Contributions - monetary		313,281	426,042
Interest received		154,299	137,845
Net movement in trust funds and deposits		(132,258)	81,917
Other receipts		315,612	137,687
Net GST refund		784,525	1,673,063
Employee costs		(12,609,251)	(12,174,926)
Materials and services		(8,770,614)	(9,937,297)
Other payments		(581,597)	(464,605)
<b>Net cash provided by operating activities</b>	9.2	<b>8,201,400</b>	<b>12,909,016</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment		(4,944,542)	(12,499,140)
Proceeds from sale of property, infrastructure, plant and equipment		597,260	213,482
Payments for other financial assets		(8,729,035)	-
Proceeds from sale of other financial assets		-	1,999,490
<b>Net cash (used in) investing activities</b>		<b>(13,076,317)</b>	<b>(10,286,168)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(146,750)	(160,564)
Repayment of borrowings		(574,804)	(569,462)
<b>Net cash (used in) financing activities</b>		<b>(721,554)</b>	<b>(730,026)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>		<b>(5,596,471)</b>	<b>1,892,823</b>
Cash and cash equivalents at the beginning of the financial year		7,464,846	5,572,023
<b>Cash and cash equivalents at the end of the financial year</b>	5.1	<b>1,868,375</b>	<b>7,464,846</b>

The above statement of cash flows should be read in conjunction with the accompanying notes.

Financing arrangements	5.6
Restrictions on cash assets	5.1

	2019	2018
	\$	\$
<b>Property</b>		
Land	52,538	49,355
<b>Total land</b>	<u>52,538</u>	<u>49,355</u>
Buildings	453,410	540,365
<b>Total buildings</b>	<u>453,410</u>	<u>540,365</u>
<b>Total property</b>	<u>505,948</u>	<u>589,720</u>
 <b>Plant and equipment</b>		
Plant, machinery and equipment	508,505	629,825
Fixtures, fittings and furniture	176,477	15,807
<b>Total plant and equipment</b>	<u>684,982</u>	<u>645,632</u>
 <b>Infrastructure</b>		
Roads	2,489,687	8,109,340
Kerb and channel	140,731	249,581
Pathways	140,334	178,477
Bridges and major culverts	661,915	1,321,890
Drainage	184,166	784,279
Minor culverts	89,564	616,468
Waste water assets	32,076	-
Traffic control facilities	15,139	8,753
<b>Total infrastructure</b>	<u>3,753,612</u>	<u>11,268,789</u>
 <b>Total capital works expenditure</b>	<u>4,944,542</u>	<u>12,504,140</u>
 <b>Represented by:</b>		
New asset expenditure	351,673	1,112,984
Asset renewal expenditure	3,904,602	10,269,818
Asset expansion expenditure	-	36,396
Asset upgrade expenditure	688,267	1,084,942
<b>Total capital works expenditure</b>	<u>4,944,542</u>	<u>12,504,140</u>

The above statement of capital works should be read in conjunction with the accompanying notes.

## Overview

### Introduction

The Central Goldfields Shire Council was established by an Order of the Governor in Council on 19 January 1995 and is a body corporate. Council's main office is located at 22 Nolan Street Maryborough Victoria 3465.

### Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

### Significant accounting policies

#### Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

**Note 1 Performance against budget**

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$200,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 26 June 2018. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

1.1 Income and expenditure	Budget 2019 \$	Actual 2019 \$	Variance 2019 \$	%	Ref
<b>Income</b>					
Rates and service charges	14,768,838	14,691,869	(76,969)	-1%	
Statutory fees and fines	444,841	550,830	105,989	24%	1
User charges	4,210,421	1,954,920	(2,255,501)	-54%	2
Grants - operating	7,769,170	8,665,868	896,698	12%	3
Grants - capital	626,000	3,641,645	3,015,645	482%	4
Contributions - monetary	144,424	284,801	140,377	97%	5
Contributions - non monetary	-	174,245	174,245	100%	6
Found and gifted assets	-	3,040,427	3,040,427	100%	7
Other income	327,794	506,117	178,323	54%	8
<b>Total income</b>	<u>28,291,488</u>	<u>33,510,722</u>	<u>5,219,235</u>		
<b>Expenses</b>					
Employee costs	12,242,453	12,499,299	256,846	2%	9
Materials and services	9,781,373	8,183,365	(1,598,008)	-16%	10
Bad and doubtful debts	20,000	47,702	27,702	139%	11
Depreciation	6,780,247	8,230,833	1,450,586	21%	12
Borrowing costs	170,369	146,115	(24,254)	-14%	13
Net loss on disposal of property, infrastructure, plant and equipment	(121,739)	319,368	441,107	-362%	14
Other expenses	-	481,023	481,023	100%	15
<b>Total expenses</b>	<u>28,872,703</u>	<u>29,907,705</u>	<u>1,035,003</u>		
<b>Surplus/(deficit) for the year</b>	<u>(581,215)</u>	<u>3,603,017</u>	<u>4,184,232</u>		



Note 1 Performance against budget (continued)

1.1 Income and expenditure(continued)

Ref	Item	Explanation
1	Statutory fees and fines	Revenue was greater than budget due to planning permit income \$61,886 and building permit income \$52,497 being higher than expected.
2	User charges	User charges were less than budget due to the elimination of "internal" plant hire from the financial statements that was included in the budget (\$1,643,566). Additional Long Day Care Fees \$347,697 were less than budget (as childcare benefit income was \$277,920 higher than budget)
3	Grants - operating	The level of operating grants received by Council had three significant variations to budget including: Additional \$277,920 received in childcare benefit than budgeted. Additional \$80,248 in kindergarten per capita grants than budgeted, Economic development and tourism strategy funding being \$100,000 more than budgeted.
4	Grants - capital	During the year Council received a number of capital grants which were not budgeted for: Fixing Country Roads/Rural Roads Victoria funding 1,328,400 NDRF Flood restoration funding (budgeted for in 2017/2018) 818,726 Healthy Hearts infrastructure funding 300,000 Carisbrook Bowls Club synthetic green upgrade funding 144,000 <u>2,591,126</u>
5	Contributions - monetary	During the year Council received a number of unbudgeted contributions as follows: Infrastructure contributions received but not budgeted 16,833 Long service leave contributions received but not budgeted 95,393 Recreational contribution received but not budgeted 12,500 <u>124,726</u>
6	Contributions - non monetary	Contributions were greater than budget due to the recognition of Council's Mayoral Chains \$100,000 and \$62,553 in gravel contributions.
7	Found and gifted assets	Found and gifted assets were greater than budget due to the recognition of \$125,893 in infrastructure assets, \$1,669,000 in land assets and \$1,245,534 in building and site improvement assets identified during the asset valuation process.
8	Other income	During the year the Energy Breakthrough received \$154,859 in sponsorship income than budgeted.
9	Employee costs	Employee costs were 2% higher than budget due mainly to an organisational restructure which occurred during the year, additional payments to superannuation, and the movement in employee provisions as a result of changes to the discounted rate.
10	Materials and services	The variance to budget was due mainly to the elimination of plant hire \$1,065,454 (refer explanation reference 2), in addition a number of projects did not occur during the year as Residential Development Strategy 85,000 Urban Design Framework 120,000 Dunolly Deledio Reserve Concept Plan 100,000 Carisbrook Recreation Reserve Expenditure 100,000 <u>405,000</u>
11	Bad and doubtful debts	The increase in bad and doubtful debts was due to an increase in the provision by \$45,840 associated with property rental and Goldfields Family Centre accounts.

Note 1 Performance against budget (continued)

1.1 Income and expenditure(continued)

- 12 Depreciation Infrastructure depreciation was budgeted for as \$4,987,685. The infrastructure revaluation resulted in an increase to depreciation of \$1,353,030 to a total of \$6,340,715. This was primarily due to pathways depreciation being \$790,703 more than budget, and kerb and channel \$295,751 more than budget. The revaluation was a result of an independent condition assessment which reduced the useful life of these asset classes accelerating the depreciation rate for 2018-2019.
- 13 Borrowing costs One of Council's loans is interest only (variable). The drop in interest rates during the year resulted in interest payable on this loans being less than budgeted.
- 14 Net gain/(loss) on disposal of property, infrastructure, plant and equipment Primarily due to the disposal of \$225,000 in land assets and \$61,033 in building assets which was not budgeted for.
- 15 Other expenses Consists of audit fees, and councillor allowances, budgeted as materials and services.

	Budget 2019 \$	Actual 2019 \$	Variance 2019 \$		Ref
<b>1.2 Capital works</b>					
<b>Property</b>					
Land	113,500	52,538	(60,962)	-54%	1
<b>Total Land</b>	<b>113,500</b>	<b>52,538</b>	<b>(60,962)</b>		
Buildings	680,000	453,410	(226,590)	-33%	2
<b>Total Buildings</b>	<b>680,000</b>	<b>453,410</b>	<b>(226,590)</b>		
<b>Total Property</b>	<b>793,500</b>	<b>505,948</b>	<b>(287,552)</b>		
<b>Plant and Equipment</b>					
Plant, machinery and equipment	619,000	508,505	(110,495)	-18%	3
Fixtures, fittings and furniture	305,000	176,477	(128,523)	-42%	4
<b>Total Plant and Equipment</b>	<b>924,000</b>	<b>684,982</b>	<b>(239,018)</b>		
<b>Infrastructure</b>					
Roads	2,513,000	2,489,687	(23,313)	-1%	
Kerb and channel	199,000	140,731	(58,269)	-29%	5
Pathways	156,000	140,334	(15,666)	-10%	6
Bridges and major culverts	870,000	661,915	(208,085)	-24%	7
Drainage	660,000	184,166	(475,834)	-72%	8
Minor culverts	66,000	89,564	23,564	36%	9
Waste water assets	15,000	32,076	17,076	114%	10
Traffic control facilities	14,000	15,139	1,139	8%	
<b>Total Infrastructure</b>	<b>4,493,000</b>	<b>3,753,612</b>	<b>(739,388)</b>		
<b>Total Capital Works Expenditure</b>	<b>6,210,500</b>	<b>4,944,542</b>	<b>(1,265,958)</b>		
<b>Represented by:</b>					
New asset expenditure	1,157,000	351,673	(805,327)		
Asset renewal expenditure	2,932,500	3,904,602	972,102		
Asset expansion expenditure	-	-	-		
Asset upgrade expenditure	2,121,000	688,267	(1,432,733)		
<b>Total Capital Works Expenditure</b>	<b>6,210,500</b>	<b>4,944,542</b>	<b>(1,265,958)</b>		

Ref	Item	Explanation
1	Land	Less than budget mainly due to minimal expenditure required on renewal of ovals and surrounds \$74,000 budgeted \$33,396 expended.
2	Buildings	Less than budget mainly due to minimal expenditure on Maryborough Sports & Leisure Centre changeroom upgrade due to timing of grant received ( \$150,000) and \$150,000 in Council administration building works budgeted for with \$60,867 expended.
3	Plant, machinery and equipment	Plant expenditure was less than budget mainly due to delay in delivery of a new Street Sweeper which is currently on order (\$120,000 budgeted).
4	Fixtures, fittings and furniture	Council had budgeted to spend \$250,000 on IT Initiatives, \$198,054 was expended, however only \$152,149 was capitalised in accordance with Council policy.
5	Kerb and channel	Minimal expenditure incurred on kerb and channel due to availability of contractors.
6	Pathways	Pathways renewal was less than budget by \$16,672, also due to availability of contractors.
7	Bridges and major culverts	Expenditure on Bridge/Major Culvert Safety Upgrades was less than budget by \$114,037 due to timing of grant approval for Porteous Road Bridge works.
8	Drainage	Council had budgeted \$400,000 in flood mitigation works relating to the Carisbrook flood levy. \$96,178 was expended during the year due to delays in land acquisition required to complete the flood levy works.
9	Minor culverts	Council had budgeted to expend \$48,000 on Minor Culverts renewal, however \$75,999 was expended due to the carry forward of projects from 2017/18.
10	Waste water assets	Council had budgeted to expend \$15,000 on the Recycled Watermain replacement, however \$32,076 was expended due to carry forward of projects from 2017/18

**Note 2.1 Analysis of Council results by program**

Council delivers its functions and activities through the following programs.

**2 (a) Community**

Operation and maintenance of community buildings, local laws, compliance (incorporating fire prevention, environmental health, school crossings, immunisation and planning compliance), emergency management and Go Goldfields.

**Health and Human Services**

Administration of Goldfields Family Centre (incorporating family day care, long day care, kindergarten and supported playgroup), maternal & child health, aged care services (incorporating personal care, respite care, home maintenance, social support and delivered meals) and youth services.

**Economic Development**

Promotion of tourism, including the Visitor Information Centre, Energy Breakthrough and other events, economic development and strategic planning. Administration of Vic Roads, statutory planning and building control.

**Culture & Heritage**

Operation and maintenance of civic halls, library and arts. Promotion of cultural and heritage activities.

**Recreation & Leisure**

Operation and maintenance of parks and gardens, playgrounds, sporting and natural reserves, indoor recreation centres and swimming pools.

**Transport**

Administration, operation and maintenance of aerodrome, road networks, pathways, kerb & channelling, street beautification, street lighting, bicycle facilities, parking and maintenance of depots and plant, vehicles and machinery and drainage maintenance

**Waste**

Administration, operation and maintenance of waste disposal, waste water operation and maintenance, recycling, and public conveniences.

**Administration**

Shire Management including corporate planning, governance, community engagement (including customer service), people and culture services, contract management and purchasing. Corporate services including operation and maintenance of administration office, records management, information technology, property and risk management. Financial services including administration of council finances, bank accounts, investments and loans.

Note 2.1 Analysis of Council results by program

2.1 (b) Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$	\$	\$	\$	\$
<b>2019</b>					
Community	2,016,980	2,046,962	(29,982)	2,085,578	6,996,894
Health & Human Services	4,140,955	4,085,098	55,857	3,137,054	198,255
Economic Development	1,258,872	2,246,160	(987,288)	150,000	5,643,115
Culture & Heritage	172,397	822,262	(649,865)	150,077	5,524,498
Recreation & Leisure	907,570	2,920,103	(2,012,533)	528,292	24,360,338
Transport	3,514,493	9,046,464	(5,531,971)	3,127,271	269,774,112
Waste & Environment	3,222,774	2,942,046	280,728	205,093	221,525
Administration	18,276,682	5,798,611	12,478,071	2,924,148	17,702,784
	<b>33,510,722</b>	<b>29,907,705</b>	<b>3,603,017</b>	<b>12,307,513</b>	<b>330,421,521</b>

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$	\$	\$	\$	\$
<b>2018</b>					
Community	5,860,153	2,084,797	3,775,356	5,646,674	7,110,387
Health & Human Services	4,024,857	4,125,426	(100,569)	2,857,969	203,845
Economic Development	952,266	1,948,956	(996,690)	-	5,100,600
Culture & Heritage	165,726	718,144	(552,418)	148,011	8,421,545
Recreation & Leisure	255,881	2,709,417	(2,453,536)	82,604	23,861,501
Transport	3,472,286	7,885,146	(4,412,860)	3,031,973	271,599,861
Waste & Environment	2,909,787	2,895,223	14,564	116,414	187,884
Administration	16,035,805	7,621,248	8,414,557	2,769,934	13,467,961
	<b>33,676,761</b>	<b>29,988,357</b>	<b>3,688,404</b>	<b>14,653,579</b>	<b>329,953,584</b>

	2019	2018
	\$	\$

**Note 3 Funding for the delivery of our services**

**3.1 Rates and service charges**

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its market value (land and buildings inclusive).

The valuation base used to calculate general rates for 2018-2019 was \$1,930 million (2017-2018 was \$1,757 million). The 2018-2019 general rate - cents in the CIV dollar was 0.5131 (2017-2018, was 0.5447).

Residential	7,728,163	7,759,460
Commercial	1,187,977	1,141,143
Industrial	207,336	212,165
Farm and Rural	1,856,088	1,589,571
Vacant land	635,184	643,829
Recreation and Cultural	263	257
Garbage Charge	3,002,842	2,650,526
Interest on rates and charges	74,016	47,780
<b>Total rates and service charges</b>	<b>14,691,869</b>	<b>14,044,731</b>

The date of the last general revaluation of land for rating purposes within the municipal district was 1 January 2018, and the valuation was first applied to the rating period commencing 1 July 2018.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

**3.2 Statutory fees and fines**

Infringements and costs	29,230	36,092
Town planning fees	195,900	151,075
Land information and building certificate fees	14,914	13,642
Permits	163,385	102,018
Registrations	145,781	129,323
Other	1,620	3,382
<b>Total statutory fees and fines</b>	<b>550,830</b>	<b>435,532</b>

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

**3.3 User charges**

Rent	56,699	32,214
Vic Roads agency fees	280,509	239,637
Contract care fees	211,394	233,612
Greenwaste fees	52,183	81,868
Hire fees	66,264	57,178
User charges - Energy Breakthrough	199,520	165,145
Community service charges	636,319	764,700
Caravan park fees	77,705	77,020
Other user fees	374,327	565,114
<b>Total user charges</b>	<b>1,954,920</b>	<b>2,216,488</b>

User fees are recognised as revenue when the service has been provided or council has otherwise earned the income.

	2019	2018
	\$	\$
<b>Note 3 Funding for the delivery of our services (continued)</b>		
<b>3.4 Funding from other levels of government</b>		
Grants were received in respect of the following :		
<b>Summary of grants</b>		
Commonwealth funded grants	5,549,467	5,717,012
State funded grants	6,758,046	8,936,567
<b>Total grants received</b>	<b><u>12,307,513</u></b>	<b><u>14,653,579</u></b>
<b>Operating Grants</b>		
<i>Recurrent - Commonwealth Government</i>		
Commonwealth Financial Assistance Grants - unallocated	2,879,650	2,729,934
Commonwealth Financial Assistance Grants - local roads	1,228,552	1,195,097
Commonwealth Home Support Program	900,946	696,733
<i>Recurrent - State Government</i>		
Community	966,853	1,437,233
Health & Human Services	2,236,108	2,161,236
Heritage & Culture	150,077	148,011
Economic Development	150,000	-
Recreation	42,000	18,303
Transport	30,000	-
Administration	30,589	40,000
Waste & Environment	51,093	116,414
<b>Total recurrent operating grants</b>	<b><u>8,665,868</u></b>	<b><u>8,542,961</u></b>
<b>Capital Grants</b>		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	540,319	1,095,248
<i>Recurrent - State Government</i>		
Nil		
<b>Total recurrent capital grants</b>	<b><u>540,319</u></b>	<b><u>1,095,248</u></b>
<i>Non-recurrent - State Government</i>		
Community	300,000	8,750
Community - Flood Works	818,726	4,200,691
Recreation	510,292	64,301
Transport	1,328,400	741,628
Waste	130,000	-
Admin	13,908	-
<b>Total non-recurrent capital grants</b>	<b><u>3,101,326</u></b>	<b><u>5,015,370</u></b>
<b>Total capital grants</b>	<b><u>3,641,645</u></b>	<b><u>6,110,618</u></b>
<b>Total grants</b>	<b><u>12,307,513</u></b>	<b><u>14,653,579</u></b>
<b>Unspent grants received on condition that they be spent in a specific manner</b>		
Balance at start of year	333,242	1,435,658
Received during the financial year and remained unspent at balance date	2,430,089	308,502
Received in prior years and spent during the financial year	(215,247)	(1,410,918)
<b>Balance at year end</b>	<b><u>2,548,084</u></b>	<b><u>333,242</u></b>

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.

	2019	2018
	\$	\$
<b>Note 3 Funding for the delivery of our services (continued)</b>		
<b>3.5 Contributions</b>		
Monetary		
Parks, open space and streetscapes	8,500	10,600
Contributions from community groups	276,301	376,711
<b>Total monetary contributions</b>	<b>284,801</b>	<b>387,311</b>
Contributions of non monetary assets were received in relation to the following asset classes		
Artwork collection	11,693	-
Mayoral chains	100,000	-
Plant and equipment	-	5,000
Land under roads	-	157,636
Gravel contributions	62,552	224,766
<b>Total non monetary contributions</b>	<b>174,245</b>	<b>387,402</b>

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

### 3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	597,260	213,482
Written down value of assets disposed	(577,407)	(273,792)
Written down value of infrastructure assets written off	(53,188)	(1,661,986)
Written down value of land assets written off	(225,000)	-
Written down value of building assets written off	(61,033)	-
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>(319,368)</b>	<b>(1,722,296)</b>

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

### 3.7 Other income

Interest on investments	201,808	128,430
Rent	20,267	45,610
Donations/ sponsorships	155,050	10,000
Special Charge Scheme	59,380	33,765
Reimbursements	45,330	44,410
Other	24,282	9,579
<b>Total other income</b>	<b>506,117</b>	<b>271,794</b>

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

### 3.8 Found and gifted assets

Infrastructure assets	125,893	1,279,924
Land assets	1,669,000	-
Building assets	1,245,534	-
<b>Total found and gifted assets</b>	<b>3,040,427</b>	<b>1,279,924</b>

Found assets arise as a result of Council's continuous inspection regime/asset management processes. Where an asset is identified as not being currently recorded in Council's asset management system, it is brought to account in accordance with Council's asset valuation methodology as per Note 6.2.



	2019	2018
	\$	\$
<b>Note 4 The cost of delivering services</b>		
<b>4.1 Employee costs</b>		
Wages and salaries	10,541,530	10,200,648
Long Service Leave	387,972	446,171
Superannuation	1,132,953	1,036,277
Fringe benefits tax	113,600	128,819
WorkCover insurance premium	175,550	148,666
Other employee related expenses	147,694	141,088
<b>Total employee costs</b>	<b>12,499,299</b>	<b>12,101,668</b>
<b>Superannuation</b>		
Council made contributions to the following funds:		
<b>Defined benefit fund</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	89,874	93,598
	<b>89,874</b>	<b>93,598</b>
Defined benefits employer contributions payable at reporting date.	-	-
<b>Accumulation funds</b>		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	613,353	551,767
Employer contributions - other funds	352,665	316,003
	<b>966,018</b>	<b>867,770</b>
Employer contributions payable at reporting date.	77,061	74,909
Refer to note 9.3 for further information relating to Council's superannuation obligations.		
<b>4.2 Materials and services</b>		
Contractors	6,687,358	6,431,126
Operating lease payments	103,401	117,483
Grants and contributions	153,428	146,243
Event support - Energy Breakthrough	313,630	345,100
Section 86 committees of management	153,303	116,594
Other materials and services	772,245	1,205,831
<b>Total materials and services</b>	<b>8,183,365</b>	<b>8,362,377</b>
<b>4.3 Bad and doubtful debts</b>		
Other debtors	47,702	24,268
<b>Total bad and doubtful debts</b>	<b>47,702</b>	<b>24,268</b>
<b>Movement in provision for doubtful debts</b>		
Balance at the beginning of the year	(45,212)	(25,635)
New provisions recognised during the year	(36,412)	(22,360)
Amounts already provided for and written off as uncollectable	33,586	2,783
<b>Balance at end of year</b>	<b>(48,038)</b>	<b>(45,212)</b>

Provision for doubtful debt is recognised when there is objective evidence that an impairment loss has occurred. Bad debts are written off when identified.

	2019	2018
	\$	\$
<b>Note 4 The cost of delivering services (continued)</b>		
<b>4.4 Depreciation</b>		
Property - buildings	1,466,888	1,266,075
Plant, machinery and equipment	308,760	415,555
Fixtures, fittings and furniture	114,470	131,585
Infrastructure	6,340,715	5,409,153
<b>Total depreciation</b>	<u>8,230,833</u>	<u>7,222,368</u>
Refer to note 6.2 for a more detailed breakdown of depreciation charges and accounting policy.		
<b>4.5 Borrowing costs</b>		
Interest on borrowings	146,115	157,279
<b>Total borrowing costs</b>	<u>146,115</u>	<u>157,279</u>
Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.		
<b>4.6 Other expenses</b>		
Councillors' allowances	372,207	303,913
Auditors' remuneration - internal auditor	64,516	50,987
Auditors' remuneration - audit of the financial statements, performance statements and grant acquittals by the Victorian Auditor General's Office (VAGO)	44,300	43,200
<b>Total other expenses</b>	<u>481,023</u>	<u>398,100</u>

	2019	2018
	\$	\$
<b>Note 5 Our financial position</b>		
<b>5.1 Financial assets</b>		
<b>(a) Cash and cash equivalents</b>		
Term deposits	-	5,000,000
Cash at bank	1,867,025	2,463,846
Cash on hand	1,350	1,000
<b>Total cash and cash equivalents</b>	<u>1,868,375</u>	<u>7,464,846</u>
<b>(b) Other financial assets</b>		
Term deposits - current	10,250,000	1,520,965
<b>Total other financial assets</b>	<u>10,250,000</u>	<u>1,520,965</u>

Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 5.4)	303,880	436,138
- Unexpended grants (note 3.4)	2,548,084	333,242
<b>Total restricted funds</b>	<u>2,851,964</u>	<u>769,380</u>
<b>Total unrestricted cash and cash equivalents</b>	<u>(983,590)</u>	<u>6,695,466</u>

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

**(c) Trade and other receivables**

**Current**

Statutory receivables

Rates debtors	1,342,698	1,182,745
<u>Total statutory receivables</u>	<u>1,342,698</u>	<u>1,182,745</u>

Others

Net Australian Tax Office - GST receivable	186,183	178,778
Victorian Government Grant Debtors	1,381,094	369,213
Infringements	11,694	10,230
Employee Related debtors	5,464	14,524
Families and Child care	92,989	69,823
Private works	12,777	18,830
Aged care	44,872	47,277
Special Charge Scheme	-	11,302
Sundry debtors	75,843	129,214
<u>Total other receivables</u>	<u>1,810,916</u>	<u>849,191</u>

Provision for doubtful debts - other debtors	(48,038)	(45,212)
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<b>Total current trade and other receivables</b>	<u>3,105,576</u>	<u>1,986,724</u>
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Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

	2019	2018
	\$	\$
<b>Note 5 Our financial position (continued)</b>		
<b>5.1 Financial assets (continued)</b>		
<b>(c) Trade and other receivables (continued)</b>		
<b>Ageing of receivables</b>		
The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet due)	1,509,680	583,618
Past due by up to 30 days	182,631	117,892
Past due between 31 and 180 days	57,467	95,983
Past due between 181 and 365 days	41,511	51,698
Past due by more than 1 year	19,627	-
<b>Total trade and other receivables</b>	<b>1,810,916</b>	<b>849,191</b>
<b>5.2 Non-financial assets</b>		
<b>(a) Inventories</b>		
Inventories held for sale	119,114	98,191
<b>Total inventories</b>	<b>119,114</b>	<b>98,191</b>
Inventories held for sale are measured at the lower of cost and net realisable value.		
<b>(b) Other assets</b>		
Prepayments	151,404	264,777
Accrued Income	65,625	18,116
<b>Total other assets</b>	<b>217,029</b>	<b>282,893</b>
<b>5.3 Interest-bearing loans and borrowings</b>		
<b>Current</b>		
Borrowings - secured (1)	3,841,163	2,846,293
Finance lease	5,630	11,260
	<b>3,846,793</b>	<b>2,857,553</b>
<b>Non-current</b>		
Borrowings - secured (1)	38,520	1,596,934
Finance lease	-	5,630
	<b>38,520</b>	<b>1,602,564</b>
<b>Total</b>	<b>3,885,313</b>	<b>4,460,117</b>
(1) Borrowings are secured by a charge over the general rates of the Council.		
(a) The maturity profile for Council's borrowings is:		
Not later than one year	3,841,163	2,846,293
Later than one year and not later than five years	38,520	1,596,934
<b>Total</b>	<b>3,879,683</b>	<b>4,443,227</b>
Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.		
The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.		
(b) The maturity profile for Council's finance lease liability is:		
Not later than one year	5,630	11,260
Later than one year and not later than five years	-	5,630
<b>Total</b>	<b>5,630</b>	<b>16,890</b>

	2019	2018
	\$	\$
<b>Note 5 Our financial position (continued)</b>		
<b>5.4 Payables</b>		
<b>Trade and other payables</b>		
Trade payables	2,704,770	2,335,161
Accrued salaries and wages	233,454	234,804
Unearned revenue	7,279	7,136
Accrued interest	9,724	10,359
<b>Total trade and other payables</b>	<b>2,955,227</b>	<b>2,587,460</b>
<b>Trust funds and deposits</b>		
Refundable deposits	62,300	73,300
Retention amounts	225,519	346,626
Fire Services Property Levy	16,061	16,212
<b>Total trust funds and deposits</b>	<b>303,880</b>	<b>436,138</b>

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

*Purpose and nature of items*

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Services Property Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

**5.5 Provisions**

	Employee provisions	Gravel Pit rehabilitation	Total
<b>2019</b>			
Balance at beginning of the financial year	3,032,051	69,115	3,101,166
Additional provisions	1,018,547	-	1,018,547
Amounts used	(1,148,182)	-	(1,148,182)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	-	19,683	19,683
Balance at the end of the financial year	<b>2,902,416</b>	<b>88,798</b>	<b>2,991,214</b>
<b>2018</b>			
Balance at beginning of the financial year	3,095,233	79,190	3,174,423
Additional provisions	920,223	-	920,223
Amounts used	(983,405)	-	(983,405)
Decrease in the discounted amount arising because of time and the effect of any change in the discount rate	-	(10,075)	(10,075)
Balance at the end of the financial year	<b>3,032,051</b>	<b>69,115</b>	<b>3,101,166</b>

	2019	2018
	\$	\$
<b>Note 5 Our financial position (continued)</b>		
<b>5.5 Provisions</b>		
<b>Employee provisions</b>		
<b>Current provisions expected to be wholly settled within 12 months</b>		
Annual leave	598,926	701,021
Long service leave	1,931,486	1,807,222
<b>Total current provisions expected to be wholly settled within 12 months</b>	<u>2,530,412</u>	<u>2,508,243</u>
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	110,028	167,357
<b>Total current provisions expected to be wholly settled after 12 months</b>	<u>110,028</u>	<u>167,357</u>
<b>Total current employee provisions</b>	<u>2,640,440</u>	<u>2,675,600</u>
<b>Non-current provisions</b>		
Long service leave	261,976	356,451
<b>Total non-current employee provisions</b>	<u>261,976</u>	<u>356,451</u>
<b>Aggregate carrying amount of employee provisions</b>		
Current	2,640,440	2,675,600
Non-current	261,976	356,451
<b>Total aggregate carrying amount of employee provisions</b>	<u>2,902,416</u>	<u>3,032,051</u>

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

*Wages and salaries and annual leave*

Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

*Long service leave*

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

The following assumptions were adopted in measuring the present value of employee benefits:

Weighted average increase in employee costs	4.313%	3.875%
Weighted average discount rates	1.324%	2.647%
Weighted average long service leave settlement period	15 years	15 years

**Gravel pit rehabilitation**

**Current provisions**

Gravel pit rehabilitation	20,326	-
<b>Total current gravel pit rehabilitation provision</b>	<u>20,326</u>	<u>-</u>

**Non-current provisions**

Gravel pit rehabilitation	68,472	69,115
<b>Total non-current gravel pit rehabilitation provision</b>	<u>68,472</u>	<u>69,115</u>

**Aggregate carrying amount of gravel provisions**

Current	20,326	-
Non-current	68,472	69,115
<b>Total aggregate carrying amount of gravel provisions</b>	<u>88,798</u>	<u>69,115</u>

Council is obligated to restore the Dunolly and Daisy Hill Gravel Pit sites to a particular standard once all gravel has been exhausted. The provision for Gravel pit restoration is based on liability calculations performed by the Manager Infrastructure Services, approved by DELWP. The liability is based on discounted values as the majority of works are expected to be undertaken beyond the next 12 months. Council does not expect to receive reimbursement from a third party.

**Aggregate carrying amount of provisions:**

Current	2,660,766	2,675,600
Non-current	330,448	425,566
<b>Total aggregate carrying amount of provisions</b>	<u>2,991,214</u>	<u>3,101,166</u>

	2019	2018
	\$	\$
<b>Note 5 Our financial position (continued)</b>		
<b>5.6 Financing arrangements</b>		
Credit card facilities	50,000	50,000
Interest bearing loans and borrowings	3,885,313	4,460,117
<b>Total facilities</b>	<u>3,935,313</u>	<u>4,510,117</u>
Used credit card facilities	15,447	11,425
<b>Unused facilities</b>	<u>3,919,866</u>	<u>4,498,692</u>

### 5.7 Commitments

#### (a) Contractual Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$	\$	\$	\$	\$
<b>2019</b>					
<b>Operating</b>					
Management of Council facilities	673,000	687,000	-	-	1,360,000
Waste services	1,980,000	2,030,000	4,214,000	-	8,224,000
<b>Total operating commitments</b>	<u>2,653,000</u>	<u>2,717,000</u>	<u>4,214,000</u>	<u>-</u>	<u>9,584,000</u>
<b>2018</b>					
<b>Operating</b>					
Management of Council facilities	673,000	673,000	687,000	-	2,033,000
Waste services	1,961,000	2,038,000	6,602,000	-	10,601,000
<b>Total operating commitments</b>	<u>2,634,000</u>	<u>2,711,000</u>	<u>7,289,000</u>	<u>-</u>	<u>12,634,000</u>

	2019	2018
	\$	\$

#### (b) Operating lease commitments

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	93,939	93,602
Later than one year and not later than five years	399,239	397,999
Later than five years	410,704	496,975
<b>Total operating lease commitments</b>	<u>903,882</u>	<u>988,576</u>

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

	2019	2018
	\$	\$
<b>Note 6 Assets we manage</b>		
<b>6.1 Current assets classified as held for sale</b>		
Industrial land held for sale	245,223	573,394
<b>Total current assets classified as held for sale</b>	<u>245,223</u>	<u>573,394</u>
<b>Movement in current assets classified as held for sale</b>		
Balance at beginning of financial year	573,394	245,223
Disposals	(328,171)	-
Transfers (to)/from property, infrastructure, plant and equipment	-	328,171
<b>Balance at end of financial year</b>	<u>245,223</u>	<u>573,394</u>

***Valuation of industrial land held for sale***

Current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.



Note 6 Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2018	Additions	Gifted/ Found assets/ Contributions	Revaluation	Depreciation	Disposal	Transfers	At Fair Value 30 June 2019
	\$	\$	\$	\$	\$	\$	\$	\$
Land	9,378,907	-	1,669,000	1,072,041	-	(499,000)	52,538	11,673,486
Buildings	37,013,047	-	1,245,534	(2,149,126)	(1,466,888)	(1,549,286)	372,785	33,466,066
Plant and Equipment	4,719,556	-	111,693	(20,241)	(423,230)	(249,236)	684,982	4,823,524
Infrastructure	266,524,884	-	125,893	173,745	(6,340,715)	(53,188)	2,935,193	263,365,812
Work in progress	390,177	4,944,542	-	-	-	-	(4,047,403)	1,287,316
<b>TOTAL</b>	<b>318,026,571</b>	<b>4,944,542</b>	<b>3,152,120</b>	<b>(923,581)</b>	<b>(8,230,833)</b>	<b>(2,350,710)</b>	<b>(1,905)</b>	<b>314,616,204</b>

Summary of Work in Progress (WIP)

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
Land	-	52,538	(52,538)	-	-
Buildings	21,048	453,410	(372,785)	(290)	101,383
Plant and Equipment	-	684,982	(684,982)	-	-
Infrastructure	369,129	3,753,612	(2,935,193)	(1,615)	1,185,933
<b>TOTAL</b>	<b>390,177</b>	<b>4,944,542</b>	<b>(4,045,498)</b>	<b>(1,905)</b>	<b>1,287,316</b>

Asset recognition thresholds and depreciation periods

Asset category	Depreciation Period (years)		Threshold Limit \$
	For the year ended 30 June: 2019	2018	
Property			
land	-	-	1
land improvements	5-100 years	5-100 years	2,000
Buildings			
buildings	25-250 years	2-70 years	5,000
building improvements	15-125 years	5-100 years	2,000
Plant and Equipment			
plant, machinery and equipment	2-40 years	2-40 years	2,000
fixtures, fittings and furniture	2-20 years	2-20 years	2,000
computers and telecommunications	2-10 years	2-10 years	2,000
artworks	-	-	1
Infrastructure			
road pavements and seals	15-60 years	15-60 years	10,000
kerb and channel	20-50 years	20-50 years	1,000
pathways	30-50 years	30-50 years	1,000
bridges and major culverts	70-100 years	70-100 years	10,000
drainage	40-100 years	40-100 years	3,000
minor culverts	80 years	80 years	600
monuments	200 years	200 years	2,000
waste water assets	20-60 years	20-60 years	10,000
traffic control facilities	50 years	50 years	5,000

Note 6 Assets we manage (continued)  
6.2 Property, infrastructure, plant and equipment (continued)

**(a) Property**

	Land under Roads - specialised	Land	Total Land	Buildings	Total Buildings	Work In Progress	Total Property
	\$	\$	\$	\$	\$	\$	\$
At fair value 1 July 2018	381,486	8,997,421	<b>9,378,907</b>	83,751,900	<b>83,751,900</b>	21,048	<b>93,151,855</b>
Accumulated depreciation at 1 July 2018	-	-	-	(46,738,853)	<b>(46,738,853)</b>	-	<b>(46,738,853)</b>
<b>Written down value at 1 July 2018</b>	<b>381,486</b>	<b>8,997,421</b>	<b>9,378,907</b>	<b>37,013,047</b>	<b>37,013,047</b>	<b>21,048</b>	<b>46,413,002</b>
<b>Movements in fair value</b>							
Additions	-	-	-	-	-	505,948	-
Revaluation	-	1,072,041	<b>1,072,041</b>	4,789,795	4,789,795	-	<b>5,861,836</b>
Gifted assets	-	1,669,000	<b>1,669,000</b>	4,308,386	4,308,386	-	<b>5,977,386</b>
Disposals	-	(225,000)	<b>(225,000)</b>	(2,985,112)	(2,985,112)	-	<b>(3,210,112)</b>
Disposals recognised against revaluation reserve	-	(274,000)	<b>(274,000)</b>	(1,488,253)	(1,488,253)	-	<b>(1,762,253)</b>
Transfers	-	52,538	<b>52,538</b>	372,785	<b>372,785</b>	(425,613)	<b>(290)</b>
<b>Movements in value for year</b>	<b>-</b>	<b>2,294,579</b>	<b>2,294,579</b>	<b>4,997,601</b>	<b>4,997,601</b>	<b>80,335</b>	<b>7,372,515</b>
<b>Movements in accumulated depreciation</b>							
Depreciation	-	-	-	(1,466,888)	<b>(1,466,888)</b>	-	<b>(1,466,888)</b>
Accumulated depreciation of gifted assets	-	-	-	(3,062,852)	<b>(3,062,852)</b>	-	<b>(3,062,852)</b>
Accumulated depreciation of disposals	-	-	-	2,924,079	<b>2,924,079</b>	-	<b>2,924,079</b>
Revaluation	-	-	-	(6,938,921)	<b>(6,938,921)</b>	-	<b>(6,938,921)</b>
<b>Movements in accumulated depreciation for year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(8,544,582)</b>	<b>(8,544,582)</b>	<b>-</b>	<b>(8,544,582)</b>
At fair value 30 June 2019	381,486	11,292,000	<b>11,673,486</b>	88,749,501	<b>88,749,501</b>	101,383	<b>100,524,370</b>
Accumulated depreciation at 30 June 2019	-	-	-	(55,283,435)	<b>(55,283,435)</b>	-	<b>(55,283,435)</b>
<b>Written down value at 30 June 2019</b>	<b>381,486</b>	<b>11,292,000</b>	<b>11,673,486</b>	<b>33,466,066</b>	<b>33,466,066</b>	<b>101,383</b>	<b>45,240,935</b>

**(b) Plant and Equipment**

	Plant, machinery and equipment	Fixtures, fittings and furniture	Artwork collection	Library collection	Work In Progress	Total plant and equipment
	\$	\$	\$	\$	\$	\$
At fair value 1 July 2018	7,313,780	3,559,422	210,990	349,277	-	<b>11,433,469</b>
Accumulated depreciation at 1 July 2018	(3,363,603)	(3,350,310)	-	-	-	<b>(6,713,913)</b>
<b>Written down value at 1 July 2018</b>	<b>3,950,177</b>	<b>209,112</b>	<b>210,990</b>	<b>349,277</b>	<b>-</b>	<b>4,719,556</b>
<b>Movements in fair value</b>						
Additions	-	-	-	-	684,982	<b>684,982</b>
Revaluation increments/decrements	-	-	-	(20,241)	-	<b>(20,241)</b>
Disposals	(249,236)	-	-	-	-	<b>(249,236)</b>
Transfers	508,505	276,477	11,693	-	(684,982)	<b>111,693</b>
<b>Movements in value for year</b>	<b>259,269</b>	<b>276,477</b>	<b>11,693</b>	<b>(20,241)</b>	<b>-</b>	<b>527,198</b>
<b>Movements in accumulated depreciation</b>						
Depreciation	(308,760)	(114,470)	-	-	-	<b>(423,230)</b>
Accumulated depreciation of disposals	-	-	-	-	-	<b>-</b>
<b>Movements in accumulated depreciation for year</b>	<b>(308,760)</b>	<b>(114,470)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(423,230)</b>
At fair value 30 June 2019	7,573,049	3,835,899	222,683	329,036	-	<b>11,960,667</b>
Accumulated depreciation at 30 June 2019	(3,672,363)	(3,464,780)	-	-	-	<b>(7,137,143)</b>
<b>Written down value at 30 June 2019</b>	<b>3,900,686</b>	<b>371,119</b>	<b>222,683</b>	<b>329,036</b>	<b>-</b>	<b>4,823,524</b>

Note 6 Assets we manage (continued)  
6.2 Property, infrastructure, plant and equipment

**(c) Infrastructure**

	Roads \$	Bridges \$	Footpaths and cycleways \$	Drainage \$	Other structures \$	Work In Progress \$	Total Infrastructure \$
At fair value 1 July 2018	244,491,368	42,474,491	9,055,262	21,556,522	31,845,147	369,129	<b>349,791,919</b>
Accumulated depreciation at 1 July 2018	(51,939,497)	(13,321,480)	(2,531,538)	(6,271,890)	(8,833,501)	-	<b>(82,897,906)</b>
Written down value at 1 July 2018	<b>192,551,871</b>	<b>29,153,011</b>	<b>6,523,724</b>	<b>15,284,632</b>	<b>23,011,646</b>	<b>369,129</b>	<b>266,894,013</b>
<b>Movements in fair value</b>							
Additions	-	-	-	-	-	3,753,612	<b>3,753,612</b>
Gifted assets	116,773	-	6,375	-	2,745	-	<b>125,893</b>
Revaluation	-	-	-	171,302	2,443	-	<b>173,745</b>
Disposals	(29,555)	-	(457)	-	(23,176)	-	<b>(53,188)</b>
Transfers	2,090,863	231,357	166,330	56,660	389,983	(2,936,808)	<b>(1,615)</b>
<b>Movements in value for year</b>	<b>2,178,081</b>	<b>231,357</b>	<b>172,248</b>	<b>227,962</b>	<b>371,995</b>	<b>816,804</b>	<b>3,998,447</b>
<b>Movements in accumulated depreciation</b>							
Depreciation	(3,610,892)	(430,981)	(964,601)	(216,565)	(1,117,676)	-	<b>(6,340,715)</b>
Accumulated depreciation of disposals	-	-	-	-	-	-	-
<b>Movements in accumulated depreciation for year</b>	<b>(3,610,892)</b>	<b>(430,981)</b>	<b>(964,601)</b>	<b>(216,565)</b>	<b>(1,117,676)</b>	-	<b>(6,340,715)</b>
At fair value 30 June 2019	246,669,449	42,705,848	9,227,510	21,784,484	32,217,142	1,185,933	<b>353,790,366</b>
Accumulated depreciation at 30 June 2019	(55,550,389)	(13,752,461)	(3,496,139)	(6,488,455)	(9,951,177)	-	<b>(89,238,621)</b>
Written down value at 30 June 2019	<b>191,119,060</b>	<b>28,953,387</b>	<b>5,731,371</b>	<b>15,296,029</b>	<b>22,265,965</b>	<b>1,185,933</b>	<b>264,551,745</b>

Note 6 Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment (continued)

Recognition and measurement of property, infrastructure, plant and equipment

*Acquisition*

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

*Land under roads*

Council recognises land under roads that it owns at fair value.

**Depreciation**

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed previously and are consistent with the prior year unless otherwise stated.

*Finance leases*

Leases of assets where substantially all the risks and rewards incidental to ownership of the asset, are transferred to the Council are classified as finance leases. Finance leases are capitalised, recording an asset and a liability at the lower of the fair value of the asset and the present value of the minimum lease payments, including any guaranteed residual value. Lease payments are allocated between the reduction of the lease liability and the interest expense. Leased assets are depreciated on a straight line basis over their estimated useful lives to the Council where it is likely that Council will obtain ownership of the asset or over the term of the lease, whichever is shorter. Leased assets are currently being amortised over a 10 year period.

*Repairs and maintenance*

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

**Valuation of land and buildings**

Valuation of land and buildings were undertaken by a qualified independent valuer, VRC Property Service (Michael Marsiglio Certified Practising Valuer API Member No. 63349), as at 30 June 2019. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land will have a significant impact on the fair value of these assets.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Date of Valuation	Level 1	Level 2	Level 3
Specialised land	30.06.2018	-	-	381,486
Land	30.06.2014	-	-	4,318,000
Land	30.06.2019	-	-	6,974,000
Buildings	30.06.2019	-	-	33,466,066
<b>Total property</b>		-	-	<b>45,139,552</b>

Note 6 Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment (continued)

Valuation of infrastructure

The valuation of infrastructure assets has been determined as at 30 June 2018 in accordance with work undertaken by Council's Asset Coordinator William Scott (B Eng/Bus).

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation. Those asset groups recorded at Council valuation are subject to an annual indexation process based on the consumer price index movement.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Date of Valuation	Level 1	Level 2	Level 3
Roads	30.06.2018	-	-	191,119,060
Footpaths and cycleways	30.06.2018	-	-	5,731,371
Drainage	30.06.2019	-	-	15,296,029
Bridges	30.06.2018	-	-	28,953,387
Other structures	30.06.2018	-	-	22,265,965
<b>Total infrastructure</b>		-	-	<b>263,365,812</b>

Description of significant unobservable inputs into level 3 valuations

*Specialised land and land under roads* is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$71 and \$117 per square metre.

*Specialised buildings* are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and range from \$250 to \$5,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 15 years to 250 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

*Infrastructure assets* are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 2 years to 200 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2019	2018
<b>Reconciliation of specialised land</b>	<b>\$</b>	<b>\$</b>
Land under roads	381,486	381,486
<b>Total specialised land</b>	<b>381,486</b>	<b>381,486</b>

6.3 Investments in associates, joint arrangements and subsidiaries

Council does not have any investments in associates, joint arrangements or subsidiaries.

Committees of management

All entities controlled by Council that have material revenues, expenses, assets and liabilities, such as Committees of Management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

The following *Local Government Act 1989* Section 86 Committees of Council has been consolidated into this financial report: Energy Breakthrough and the Tullaroop Leisure Centre.

**Note 7 People and relationships**

**7.1 Council and key management remuneration**

**(a) Related Parties**

*Parent entity*

Central Goldfields Shire Council is the parent entity.

*Subsidiaries and Associates*

As at 30 June 2019 Council does not have any interests in any subsidiaries and/or associates.

**(b) Key Management Personnel**

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

**Councillors/ Administrators** Chair of Administrators Noel Harvey  
Administrator Hugh Delahunty  
Administrator Karen Douglas

**Chief Executive Officer and other Key Management Personnel**

Lucy Roffey - Chief Executive Officer  
Rebecca Stockfeld - General Manager Infrastructure Assets & Planning  
Paul Brumby - General Manager Corporate Performance  
Brenton West - General Manager Community Wellbeing (01.07.2018 to 10.04.2019)  
Martin Collins - General Manager Community Wellbeing (03.06.2019 to 30.06.2019)  
Melanie Rogers - Director Business Transformation (01.07.2018 to 26.10.2018)

	2019	2018
	No.	No.
Total Number of Councillors/Administrators	3	11
Chief Executive Officer and other Key Management Personnel	6	11
Other people who have acted as Key Management Personnel throughout the year	-	1
<b>Total Key Management Personnel</b>	<b>9</b>	<b>23</b>

**(c) Remuneration of Key Management Personnel**

	2019	2018
	\$	\$
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,123,961	1,245,787
Termination benefits	-	250,949
Long-term benefits	31,745	56,645
<b>Total Remuneration of Key Management Personnel</b>	<b>1,155,706</b>	<b>1,553,381</b>

**Note 7 People and relationships**

**7.1 Council and key management remuneration (continued)**

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2019	2018
Income Range:	No.	No.
\$1 - \$9,999	-	6
\$10,000 - \$19,999	1	5
\$40,000 - \$49,999	1	4
\$70,000 - \$79,999	-	1
\$80,000 - \$89,999	2	2
\$90,000 - \$99,999	-	1
\$100,000 - \$109,999	-	1
\$130,000 - \$139,999	1	-
\$160,000 - \$169,999	1	1
\$180,000 - \$189,999	1	-
\$190,000 - \$199,999	1	-
\$240,000 - \$249,999	1	-
\$280,000 - \$289,999	-	1
\$320,000 - \$329,999	-	1
<b>Total Key Management Personnel</b>	<b>9</b>	<b>23</b>

**(d) Senior Officers Remuneration**

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$148,000

The number of Senior Officers are shown below in their relevant income bands:

	2019	2018
Income Range:	No.	No.
\$30,000 - \$39,999	-	1
\$110,000 - \$119,999	-	1
\$145,000 - \$149,999	1	1
\$150,000 - \$159,999	1	-
\$180,000 - \$189,999	1	-
\$200,000 - \$209,999	1	-
\$220,000 - \$229,999	1	-
	<b>5</b>	<b>3</b>
<b>Total Remuneration for the reporting year for Senior Officers included above, amounted to</b>	<b>915,396</b>	<b>300,012</b>

Note 7 People and relationships (continued)

7.2 Related party disclosure

(a) Transactions with related parties

	2019	2018
	\$	\$
During the period Council entered into the following transactions with related parties.		
Purchase of goods and services under normal trading terms		
- Payments to Asteria Services Inc (Cr Chris Meddows-Taylor was a Director)	-	231
- Payments to Bendigo Tourism Board associated with Victorian Goldfields Tourism Executive Inc (Cr Chris Meddows-Taylor was Chairman)	-	750
- Payments to Unified Community Sports & Leisure Centre Pty Ltd (Cr Gerard Murphy was a Director)	-	109,833
- Payments to Coliban Water (Lucy Roffey is Chair of the Board)	28,210	8,521
<b>Total transactions with related parties</b>	<u>28,210</u>	<u>119,335</u>

All of the above transactions were at arms length and in the normal course of Council's business.

(b) Outstanding balances with related parties

	2019	2018
	\$	\$
The following balances are outstanding at the end of the reporting period in relation to transactions with related parties		
Purchase of goods and services under normal trading terms	-	-
<b>Total outstanding balances with related parties as at 30 June</b>	<u>-</u>	<u>-</u>



**Note 8 Managing uncertainties**

**8.1 Contingent assets and liabilities**

**Contingent liabilities**

**Superannuation**

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

*Future superannuation contributions*

In addition to the disclosed contributions, Central Goldfields Shire Council has paid unfunded liability payments to Vision Super totalling \$0 paid during the 2018/19 year (\$0 paid during the 2017/18 year). There were no contributions outstanding and no loans issued from or to the above scheme as at 30 June 2019. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2020 are \$90,000.

**Liability Mutual Insurance**

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

**Contingent liabilities**

**Guarantees**

**(a) Reinstatement of quarries**

Council has provided a bank guarantee to DELWP for the reinstatement of quarries.

At balance date the Council's exposure as a result of these guarantees is:

Bank guarantee - Department of Environment, Land, Water and Planning	60,500	60,500
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**(b) Waste disposal site rehabilitation**

The Council operated a waste disposal site at the Carisbrook landfill. This has now been rehabilitated in accordance with EPA requirements. A separate bank guarantee is provided for any remedial works if they are required in the future.

	460,000	460,000
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The Council is not aware of any other contingent liabilities as at the date of this report.

**Contingent assets**

Developer contributions are to be received in respect of land currently under development. At this point in time their timing and potential amount can not be reliably assessed.

**8.2 Change in accounting standards**

The following new AAS's have been issued that are not mandatory for the 30 June 2019 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

*Revenue from contracts with customers (AASB 15) (applies 2019/20 for Local Government sector)*

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

*Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)*

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

**Note 8 Managing uncertainties (continued)**

**8.2 Change in accounting standards (continued)**

*Leases (AASB 16) (applies 2019/20)*

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of \$901,237 in lease related assets and an equivalent liability

*Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)*

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable to not-for-profit entity to further its objectives.

**8.3 Financial Instruments**

**(a) Objectives and policies**

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables) and payables (excluding statutory payables). Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

**(b) Market risk**

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

**(c) Interest rate risk**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

**Note 8 Managing uncertainties (continued)**

**8.3 Financial Instruments (continued)**

**(d) Credit risk**

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- Council has a policy for establishing credit limits for the entities it deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have the recognised credit rating specified in its investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. At balance date Council has not provided any guarantees to any third parties.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

**(e) Liquidity risk**

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

**(e) Sensitivity disclosure analysis**

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +2.0% and -1.0% in market interest rates (AUD) from year-end cash rates of 2.2% (2.65% at 30 June 2018).

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Note 8 Managing uncertainties (continued)

8.4 Fair value measurement

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

*Revaluation*

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from three to five years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

**Note 8 Managing uncertainties (continued)**

**8.4 Fair value measurement (continued)**

*Impairment of assets*

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

**8.5 Events occurring after balance date**

No matters have occurred after balance date that require disclosure in the financial report.

Note 9 Other matters

9.1 Reserves	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
	\$	\$	\$
(a) Asset revaluation reserve			
2019			
<b>Plant and equipment</b>			
Library book stock	49,259	(20,241)	29,018
	<u>49,259</u>	<u>(20,241)</u>	<u>29,018</u>
<b>Property</b>			
Land	4,015,354	798,041	4,813,395
Buildings	16,605,590	(3,637,378)	12,968,212
<b>Total property revaluation reserve</b>	<u>20,620,944</u>	<u>(2,839,337)</u>	<u>17,781,607</u>
<b>Infrastructure</b>			
Roads	127,537,147	-	127,537,147
Kerb and channel	10,192,832	-	10,192,832
Pathways	4,234,432	-	4,234,432
Bridges and major culverts	20,336,268	-	20,336,268
Drainage	5,544,925	171,302	5,716,227
Minor culverts	7,198,143	-	7,198,143
Monuments	323,186	-	323,186
Waste water assets	260,492	2,443	262,935
Traffic control facilities	89,918	-	89,918
<b>Total infrastructure revaluation reserve</b>	<u>175,717,343</u>	<u>173,745</u>	<u>175,891,088</u>
<b>Total asset revaluation reserves</b>	<u>196,387,546</u>	<u>(2,685,833)</u>	<u>193,701,713</u>
2018			
<b>Plant and equipment</b>			
Library book stock	29,729	19,530	49,259
	<u>29,729</u>	<u>19,530</u>	<u>49,259</u>
<b>Property</b>			
Land	4,015,354	-	4,015,354
Buildings	16,605,590	-	16,605,590
<b>Total property revaluation reserve</b>	<u>20,620,944</u>	<u>-</u>	<u>20,620,944</u>
<b>Infrastructure</b>			
Roads	119,945,070	7,592,077	127,537,147
Kerb and channel	10,128,284	64,548	10,192,832
Pathways	4,213,591	20,841	4,234,432
Bridges and major culverts	18,698,536	1,637,732	20,336,268
Drainage	5,325,022	219,903	5,544,925
Minor culverts	1,866,124	5,332,019	7,198,143
Monuments	321,371	1,815	323,186
Waste water assets	255,678	4,814	260,492
Traffic control facilities	33,591	56,327	89,918
<b>Total infrastructure revaluation reserve</b>	<u>160,787,267</u>	<u>14,930,076</u>	<u>175,717,343</u>
<b>Total asset revaluation reserves</b>	<u>181,437,940</u>	<u>14,949,606</u>	<u>196,387,546</u>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Note 9 Other matters (continued)

9.1 Reserves (continued)

	Balance at beginning of reporting period \$	Transfer from accumulated surplus \$	Balance at end of reporting period \$
<b>(b) Other reserves</b>			
<b>2019</b>			
Unfunded superannuation	450,000	-	450,000
Open space	10,600	8,500	19,100
<b>Total other reserves</b>	<b>460,600</b>	<b>8,500</b>	<b>469,100</b>
<b>2018</b>			
Unfunded superannuation	350,000	100,000	450,000
Open space	-	10,600	10,600
<b>Total other reserves</b>	<b>350,000</b>	<b>110,600</b>	<b>460,600</b>

The nature and purpose of each reserve is listed below:

*Unfunded Superannuation*

This reserve is used to assist in funding future liabilities related to Defined Benefits Superannuation. Transfers to and from the reserve are based on the budgeted reserve position at the end of the reporting period.

*Open Space*

This reserve contains contributions paid by developers undertaking the subdivision of residential land. These funds are required to be expended on the creation or expansion of recreational opportunities for the community, and are held until such time the relevant expenditure is incurred.

	2019 \$	2018 \$
<b>9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
<b>Surplus for the year</b>	<b>3,603,017</b>	<b>3,688,404</b>
Depreciation	8,230,833	7,222,368
Net gain on disposal of property, infrastructure, plant and equipment	319,368	1,722,296
Works in progress expensed during the year	1,905	-
Borrowing costs	146,115	157,279
Contributions - non monetary assets	(174,245)	(387,402)
Gifted/Found assets	(3,040,427)	(1,279,924)
<b>Change in assets and liabilities:</b>		
(Increase)/Decrease in trade and other receivables	(1,118,852)	(51,154)
Decrease in inventories	(20,923)	(27,248)
(Increase) in prepayments	113,373	825
(Increase)Decrease in accrued income	(47,509)	1,509,415
Increase in trade and other payables	430,955	345,498
Increase/(Decrease) in provisions	(109,952)	(73,257)
Increase/(Decrease) in trust funds and deposits	(132,258)	81,917
<b>Net cash provided by operating activities</b>	<b>8,201,400</b>	<b>12,909,016</b>

Note 9 Other matters (continued)

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Income Statement when they are made or due.

**Accumulation**

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2019, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

**Defined Benefit**

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

**Funding arrangements**

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2018, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 106.0%. The financial assumptions used to calculate the VBIs were:

Net investment returns 6.0% pa  
Salary information 3.5% pa  
Price inflation (CPI) 2.0% pa.

Vision Super has advised that the actual VBI at 30 June 2019 was 107.1%

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

**Employer contributions**

**(a) Regular contributions**

On the basis of the results of the 2018 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017/2018). This rate will increase in line with any increases in the SG contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.



Note 9 Other matters (continued)

9.3 Superannuation (continued)

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

**2018 interim actuarial investigation surplus amounts**

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2018 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's interim actuarial investigation as at 30 June 2018 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$131.9 million
- A total service liability surplus of \$218.3 million.
- A discounted accrued benefits surplus of \$249.1 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2018.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2018.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2018. The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2018.

Council was notified of the 30 June 2019 VBI during August 2019.

**2019 interim actuarial investigation**

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2019 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2019.

## **Performance Statement**

For the year ended 30 June 2019

Located at the geographical centre of Victoria, Central Goldfields Shire covers 1,532 square kilometres and has an approximate population of 13,000 people.

Maryborough is the shire's major business centre with a population of around 7,900. Maryborough has gained recognition in recent years as having some of the finest sporting facilities in regional Victoria, together with significant historical buildings dating back to the goldmining era of the 1850's.

Other towns in the shire include, Bealiba, Carisbrook, Dunolly, Majorca, Talbot and Timor-Bowenvale and the rural districts surrounding these centres. All are famous for their heritage architecture and significant agricultural industries.

The shire is currently experiencing significant growth with key infrastructure projects and residential developments reaching fruition.

The State Government's commitment to the shire has seen investments in the areas of health, education, and law and order, together with assistance to economic development activities initiated by Council.

The shire is located within one hour's drive from main provincial centres of Ballarat and Bendigo and just two hours from Melbourne.

The first democratically elected council for Central Goldfields Shire was elected on 15 March, 1997. In 2005, the Minister for Local Government determined that the number of Councillors to represent the shire be increased from five to seven.

Central Goldfields Shire Council, by virtue of an Order in Council provided for under the Local Government (Central Goldfields Shire Council) Act 2017, currently has three appointed Administrators.

The next election will be held in October 2020 with Councillors being elected for a four year term.



## Governance and Management Checklist

Measures whether a council has strong governance and management frameworks in place covering community engagement, planning, monitoring, reporting and decision-making

### Community engagement

Community engagement policy	✓	Operational: 22/05/2018
Community engagement guidelines	✓	Operational: 22/05/2018

### Planning

Procurement policy	✓	Approved: 25/06/2019
Business continuity plan	✓	Operational: 29/10/2018
Disaster recovery plan	✓	Operational: 29/10/2018
Strategic Resource Plan	✓	Adopted: 25/06/2019
Annual Budget	✓	Adopted: 25/06/2019
Asset management plans	✓	Operational: Road Management Plan V6 20/11/2017 Public Road Register Policy 9/06/2011 Operational Asset Management Plan - Roads 25/10/2016 Buildings Asset Management Plan May 2006 Stormwater and Drainage Asset Management Plan May 2006 Operational Parks Management Plan November 2006
Rating strategy	✓	Operational: 23/04/2019
Risk policy	✓	Operational: 6/02/2016
Fraud policy	✓	Operational: 24/04/2018
Municipal emergency management plan	✓	Prepared: 17/10/2017

## Monitoring

Risk management framework	✓	Operational: 6/02/2016
Audit committee	✓	Established: 26/09/2017
Internal audit	✓	Engaged: 30/10/2017
Performance reporting framework	✓	Operational: 1/07/2014

## Reporting

Council plan reporting	✓	Reported: 28/05/2019
Financial reporting	✓	Presented: 18/12/2018 13/02/2018 24/07/2018 31/10/2018 23/10/2018 26/02/2019 26/03/2019 23/04/2019 28/05/2019
Risk reporting	✓	Reported: 10/09/2018 04/12/2018 04/03/2019 03/06/2019
Performance reporting	✓	Reported: 18/12/2018 13/02/2019 24/07/2018 31/10/2018 23/10/2018 26/02/2019 23/06/2019 23/04/2019 28/05/2019
Annual report	✓	Considered: 23/10/2018

## Decision-making

Councillor Code of conduct	✓	Reviewed: 14/02/2017
Delegations	✓	Reviewed: s5 13/12/2017 s6 28/05/2019 s7 08/11/2018 s13 08/11/2018
Meeting procedures	✓	Enacted: 27/10/2015

## Sustainable Capacity Indicators

For the year ended 30 June 2019

<i>Indicator/measure</i>	<b>Results 2016</b>	<b>Results 2017</b>	<b>Results 2018</b>	<b>Results 2019</b>	<b>Material Variations and Comments</b>
<b>Population</b>					
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$2,066.32	\$2,239.01	\$2,293.89	\$2,287.69	No material change.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$21,759.13	\$22,877.53	\$23,609.58	\$23,173.26	No material change.
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	9.54	9.60	10.25	10.22	No material change.
<b>Own-source revenue</b>					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,289.38	\$1,326.14	\$1,297.94	\$1,586.78	2018-2019 result includes \$3,040,427 in found asset income. When this is removed the result is actually \$1,354.24 per head which is consistent with the prior year.
<b>Recurrent grants</b>					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$604.93	\$863.85	\$737.24	\$704.20	No material change.
<b>Disadvantage</b>					
<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	1.00	1.00	1.00	1.00	No change.

## Definitions

"Adjusted underlying revenue" means total income other than:

- a) non-recurrent grants used to fund capital expenditure; and
- b) non-monetary asset contributions; and
- c) contributions to fund capital expenditure from sources other than those referred to above.

"Infrastructure" means non-current property, plant and equipment excluding land.

"Local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004.

"Population" means the resident population estimated by council.

"Own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).

"Relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA.

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"Unrestricted cash" means all cash and cash equivalents other than restricted cash.

## Service Performance Indicators

For the year ended 30 June 2019

<i>Service/indicator/measure</i>	<b>Results 2016</b>	<b>Results 2017</b>	<b>Results 2018</b>	<b>Results 2019</b>	<b>Material Variations and Comments</b>
<b>Aquatic Facilities</b> <b>Utilisation</b> <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	6.82	7.29	7.58	7.55	No material change.
<b>Animal Management</b> <b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	0.00	0.00	0.00	0.00	There were no animal management prosecutions during the reporting period.
<b>Food Safety</b> <b>Health and safety</b> <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	80.00%	100.00%	0.00%	0.00%	As no food safety assessment were undertaken during the reporting period, no critical or major non-compliant outcomes were identified. Subsequent to 30 June 2019 51% of food safety assessments have been completed. Following these assessments 3 critical or major non-compliant outcomes were identified and have been followed up.

Service/indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Material Variations and Comments
<p><b>Governance</b> <b>Satisfaction</b></p> <p><i>Satisfaction with council decisions</i></p> <p>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>	58.00	51.00	42.00	52.00	<p>Council adopted a Community Engagement Framework and improved its methods of engaging with the community at the end of 2017. These changes and the large amount of work undertaken to improve community and stakeholder engagement has been reflected in a significant increase in the community satisfaction survey results in relation to council making decisions in the interest of the community.</p>
<p><b>Home and Community Care (HACC)</b> <b>Participation</b></p> <p><i>Participation in HACC service</i></p> <p>[Number of people that received a HACC service / Municipal target population for HACC services] x100</p> <p><b>Participation</b></p> <p><i>Participation in HACC service by CALD people</i></p> <p>[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100</p>	23.14%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	<p>Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs</p> <p>Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs</p>
<p><b>Libraries</b> <b>Participation</b></p> <p><i>Active library members</i></p> <p>[Number of active library members / Municipal population] x100</p>	30.80%	15.22%	13.98%	14.87%	<p>The significant decrease in active library members from 2015-2016 to 2016-2017 was due to a change in the definition of active library members and how this indicator was calculated.</p>



Service/indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Material Variations and Comments
<p><b>Maternal and Child Health (MCH)</b> <b>Participation</b> <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</p> <p><b>Participation</b> <i>Participation in the MCH service by Aboriginal children</i>  [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</p>	83.28%	79.26%	86.14%	84.20%	<p>No material change.</p> <p>There has been a significant improvement over the last 4 years of participation in the MCH service by Aboriginal children. A Service Improvement Plan is in place to endeavour to continue to increase participation for Aboriginal children in the Shire. As the overall numbers of Aboriginal children enrolled in the MCH service is quite low, any changes in participation result in a large percentage fluctuation for this indicator.</p>
<p><b>Roads</b> <b>Satisfaction</b> <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</p>	54.00	51.00	48.00	48.00	No change.
<p><b>Statutory Planning</b> <b>Decision making</b> <i>Council planning decisions upheld at VCAT</i>  [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</p>	0.00%	0.00%	0.00%	100.00%	One planning application went to VCAT during the data reporting period. VCAT upheld Councils decision of refusal in this particular matter.

<b>Service/indicator/measure</b>	<b>Results 2016</b>	<b>Results 2017</b>	<b>Results 2018</b>	<b>Results 2019</b>	<b>Material Variations and Comments</b>
<b>Waste Collection</b> <b>Waste diversion</b> <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	41.36%	42.88%	42.70%	42.96%	No material change.

## Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"Active library member" means a member of a library who has borrowed a book from the library

"Annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"Class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

"Class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"Critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"Food premises" has the same meaning as in the Food Act 1984

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth Local Government Better Practice Guide Performance Statement 2018-19 27

"HACC service" means home help, personal care or community respite provided under the HACC program

"Local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"Major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"Population" means the resident population estimated by council

"Target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004. "Worksafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.



Dimension/ <i>indicator/measure</i>	2016	2017	2018	2019	Forecasts				Material Variations and Comments
					2020	2021	2022	2023	
<b>Unrestricted cash</b>									
<i>Unrestricted cash compared to current liabilities</i>	97.57%	57.90%	78.12%	-10.07%	112.27%	113.06%	115.91%	118.60%	Council has improved investment practices in accordance with its Investment policy, resulting in most investment terms being beyond 90 days. Term deposits with a maturity of over 90 days are not included in the calculation of unrestricted cash. If they were this ratio would be 94.87%
[Unrestricted cash / Current liabilities] x100									
<b>Obligations</b>									
<b>Asset renewal</b>									
<i>Asset renewal compared to depreciation</i>	40.62%	43.93%	142.20%	47.43%	119.36%	66.03%	66.02%	66.02%	This ratio was over inflated in 2017-2018 as a result of capitalised flood recovery works, and returns to the normal range this year.
[Asset renewal expense / Asset depreciation] x100									
<b>Loans and borrowings</b>									
<i>Loans and borrowings compared to rates</i>	57.25%	45.65%	31.86%	26.45%	21.84%	17.94%	14.43%	11.05%	This ratio has decreased due to the \$574,804 in borrowings repaid during the year in accordance with Council's adopted budget.
[Interest bearing loans and borrowings / Rate revenue] x100									
<i>Loans and borrowings repayments compared to rates</i>	5.87%	11.63%	5.22%	4.91%	14.62%	4.35%	3.87%	3.65%	This ratio has decreased due to the \$574,804 in borrowings repaid during the year in accordance with Council's adopted budget.

Dimension/ <i>indicator/measure</i>	2016	2017	2018	2019	Forecasts				Material Variations and Comments
					2020	2021	2022	2023	
<b><i>Indebtedness</i></b>  <i>Non-current liabilities compared to own source revenue</i>  <i>[Non-current liabilities / Own source revenue] x100</i>	28.65%	12.08%	11.95%	1.78%	17.38%	14.57%	12.11%	9.73%	Due to a \$1,500,000 loan due for repayment in November 2019 which is recorded as a current liability as at 30 June 2019 (was a non-current liability in the prior year). Council has budgeted to re-finance this loan.
<b><i>Operating position</i></b> <b><i>Adjusted underlying result</i></b>  <i>Adjusted underlying surplus (or deficit)</i>  <i>[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100</i>	-6.99%	-1.01%	-11.10%	1.08%	-12.45%	-0.15%	0.05%	0.25%	2018-2019 result includes \$3,040,427 in found asset income. When this is removed the result is actually -9.97% which is consistent with the prior year.
<b><i>Stability</i></b>  <b><i>Rates concentration</i></b>  <i>Rates compared to adjusted underlying revenue</i>  <i>[Rate revenue / Adjusted underlying revenue] x100</i>  <b><i>Rates effort</i></b>  <i>Rates compared to property values</i>  <i>[Rate revenue / Capital improved value of rateable properties in the municipality] x100</i>	45.49%	39.30%	51.86%	48.59%	56.33%	52.85%	52.79%	52.73%	No material change.
	0.65%	0.63%	0.79%	0.76%	0.72%	0.74%	0.75%	0.77%	No material change.

## Definitions

"Adjusted underlying revenue" means total income other than:

- a) non-recurrent grants used to fund capital expenditure; and
- b) non-monetary asset contributions; and
- c) contributions to fund capital expenditure from sources other than those referred to above

"Adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"Asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"Current assets" has the same meaning as in the AAS

"Current liabilities" has the same meaning as in the AAS

"Non-current assets" means all assets other than current assets

"Non-current liabilities" means all liabilities other than current liabilities

"Non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"Own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

"Population "means the resident population estimated by council

"Rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"Recurrent grant "means a grant other than a non-recurrent grant

"Residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"Restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"Unrestricted cash" means all cash and cash equivalents other than restricted cash.

## **Other Information**

For the year ended 30 June 2019

### **Basis of preparation**

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan, and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.



## Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

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Paul Brumby  
**Principal Accounting Officer**

Dated:

In our opinion, the accompanying performance statement of the Central Goldfields Shire Council for the year ended 30 June 2019 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainability capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.

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Noel Harvey, OAM  
**Chairperson of the panel of Administrators**

Dated:

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XX  
**Administrator**

Dated:

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Lucy Roffey  
**Chief Executive Officer**

Dated:

## 8.10 AUGUST FINANCIAL REPORT

**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.*

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### SUMMARY/PURPOSE

The purpose of this report is to brief Council on its financial performance for the year to date and how it is tracking against the adopted budget.

### LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) –

**Outcome:** Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.

**4.1 Objective:** Ensure the financial sustainability of Council through efficient and effective delivery of services.

**Initiative:** Review budget and financial reporting processes to improve monitoring of financial performance

### BACKGROUND INFORMATION

This finance report is provided for the year to 31 August 2019 and does not include results for Council's Section 86 Committees such as the Tullaroop Leisure Centre which are consolidated within the annual financial report at year end.

### REPORT

The monthly financial report comprises the following:

- Operating Statement;
- Balance Sheet;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Statement of Capital Works
- Rate and General Debtor Information;
- Investment Schedule.

### Operating Statement

The operating result, for the year to date as at 31 August is a surplus of \$11.89 million. Income is at \$17.23 million compared to a budgeted income of \$17.19 million, a variance of 0.2%.

Expenditure is at \$5.34 million compared to budgeted expenditure of \$5.15 million, a variance of 3.6% for the year to date. The variation is primarily attributable to the timing of waste related expenditure, and payment in full of Council's workcover insurance premium.

### Statement of Financial Position

Council's equity position has increased from 30 June 2019, due to the levying of rates and charges during August. Refer to the receivables summary for an explanation for the movement in current receivables.

The creditors balance includes the Fire Services Property Levy (FSPL) which totalled \$1.60 million as at 31 August 2019. This balance includes arrears, however, excludes the FSPL Concession (which effectively reduces the payable amount). Council's first instalment for 2019-2020 is to be paid by 28 October 2019.

### Statement of Changes in Equity

Council has not budgeted to make any transfers to reserve during the 2019-2020 year.

### Cash Flow Statement

The balance of cash and investments as at 31 August 2019 is \$8.49 million, which includes \$8.25 million in short-term deposits.

Council's cash position is right on budget due as at 31 August 2019.

Future cash flows are being monitored closely to enable completion of scheduled works and meeting recurrent obligations, as well as ensuring surplus funds are invested to generate maximum interest revenue.

### Capital Works Statement

The 2019-2020 budget included a capital works budget of \$9.88 million across property, plant and equipment and infrastructure asset classes.

As at 31 August, Council had expended \$0.49 million on capital works.

### Receivables Summary

The Rate Debtor balance at 31 August is \$15.22 million (excluding FSPL), which is \$0.36 million or 2% higher than this time last year, primarily due to the 2.5% increase in rates and increase in garbage service charges.

This level of arrears is higher than the same time last year at 8.8% (7.7% as at 31 August 2018). Those ratepayers with arrears are currently being progressed for additional debt collection action in accordance with Council's Debt Collection Policy.

The Other Debtors balance totals \$1.30 million which is \$0.56 million or 76% higher than this time last year, primarily due to \$0.56 million invoiced to Vicroads for Rural Roads Victoria funding which was paid during September.

#### Operating and Cash Flow Budget Amounts

Council's budget forecast for 2019-2020 has been divided into monthly amounts. While every attempt is made to accurately predict when income and expenditure will occur and phase budgets appropriately, Council should make allowances for variations in these monthly budget allocations throughout the year. This is especially true for receipt of non-recurrent Government grants and completion of capital and large maintenance works which can be planned but not proceed due to a variety of issues including variable weather.

The monthly year-to-date (YTD) operating budget forecast amounts should be used to indicate budget position rather than an absolute result for each month.

#### **CONSULTATION/COMMUNICATION**

Nil required to this report.

#### **FINANCIAL & RESOURCE IMPLICATIONS**

The financial statements were prepared internally by Council officers.

#### **RISK MANAGEMENT**

Any risks in relation to this report have been discussed in the report above.

#### **CONCLUSION**

The financial position to the end of August 2019 does not highlight any issues for concern, however is impacted by the following:

- The timing of waste related and capital works expenditure.
- The timing of the payment in full of Council's workcover insurance premium

Rate Debtor balances will continue to be monitored with debt collection action to be undertaken in accordance with Council's Debt Collection Policy.

Surplus funds have been invested to ensure interest earnings are maximised, and cash flows are to be monitored closely.

#### **ATTACHMENTS**

1. 31 August 2019 Financial Report

#### **RECOMMENDATION**

*That Council receives and notes the attached 31 August 2019 Financial Report showing progress against the budget.*

# CENTRAL GOLDFIELDS SHIRE

## Operating Statement

For Period 1 July 2019 to 31 August 2019

	Actual Year to Date \$	Budget Year to Date \$	Variation on Budget	% Variation	Annual Budget \$
<b>Revenues</b>					
Community	98,949	107,590	(8,641)	(8.0%)	1,195,982
Health & Human Services	803,046	814,029	(10,983)	(1.3%)	4,284,112
Economic Development	110,193	103,420	6,773	6.5%	1,050,484
Culture & Heritage	81,929	75,933	5,996	7.9%	168,165
Recreation & Leisure	2,955	2,762	193	7.0%	1,255,402
Transport	252,239	284,405	(32,166)	(11.3%)	5,171,860
Waste & Environment	3,305,548	3,238,425	67,123	2.1%	3,324,265
Administration	91,219	106,296	(15,077)	(14.2%)	583,106
Rates	11,998,189	11,967,140	31,049	0.3%	11,958,810
Financial Assistance Grants	492,699	507,116	(14,417)	(2.8%)	2,028,469
Profit/(Loss) on sale of Fixed Assets	0	(7,750)	7,750	(100.0%)	(46,500)
	<b>17,236,966</b>	<b>17,199,366</b>	<b>37,600</b>	<b>0.2%</b>	<b>30,974,157</b>
<b>Expenditures</b>					
Community	426,391	341,413	84,978	24.9%	2,023,683
Health & Human Services	713,805	716,554	(2,749)	(0.4%)	4,299,874
Economic Development	291,096	284,183	6,913	2.4%	2,189,214
Culture & Heritage	140,910	121,484	19,426	16.0%	815,554
Recreation & Leisure	473,046	515,794	(42,748)	(8.3%)	3,103,944
Transport	1,587,032	1,537,273	49,759	3.2%	9,247,695
Waste & Environment	473,837	568,646	(94,809)	(16.7%)	3,411,986
Administration	1,238,429	1,073,203	165,226	15.4%	5,205,278
	<b>5,344,546</b>	<b>5,158,550</b>	<b>185,996</b>	<b>3.6%</b>	<b>30,297,228</b>

# CENTRAL GOLDFIELDS SHIRE

## Balance Sheet as at

	30-Jun-19	31-Aug-19
	\$	\$
<b>Current Assets</b>		
Cash	1,824,473	744,492
Other Financial Assets	10,250,000	7,750,000
Receivables	3,349,430	18,390,752
Inventories	119,115	141,844
Non-current assets held for resale	245,223	245,223
Other assets	217,029	2,320
<b>Total Current Assets</b>	<b>16,005,270</b>	<b>27,274,631</b>
<b>Current Liabilities</b>		
Creditors	3,503,102	2,264,448
Borrowings	3,846,793	3,832,996
Provisions	2,660,766	2,663,029
<b>Total Current Liabilities</b>	<b>10,010,661</b>	<b>8,760,473</b>
<b>NET CURRENT ASSETS</b>	<b>5,994,610</b>	<b>18,514,158</b>
<b>Non-Current Assets</b>		
Land Under Roads	381,486	381,486
Land & Buildings	44,758,066	44,548,913
Plant & Machinery	3,900,686	3,842,270
Furniture & Equipment	370,528	348,697
Infrastructure	263,365,806	262,534,525
Artwork Collection	222,683	225,183
Library Bookstock	329,036	329,036
Works in Progress	1,287,316	1,778,367
<b>Total Non-Current Assets</b>	<b>314,615,607</b>	<b>313,988,479</b>
<b>Non-Current Liabilities</b>		
Other Liabilities	88,798	88,798
Borrowings	38,520	38,520
Provisions	241,650	241,650
<b>Total Non-Current Liabilities</b>	<b>368,969</b>	<b>368,969</b>
<b>NET ASSETS</b>	<b>320,241,247</b>	<b>332,133,668</b>
<b>Equity</b>		
Accumulated Surplus	126,070,443	137,962,863
Reserves	194,170,804	194,170,804
<b>TOTAL EQUITY</b>	<b>320,241,247</b>	<b>332,133,668</b>

# CENTRAL GOLDFIELDS SHIRE

## Statement of Changes in Equity

For the period ended 31/08/19

	Accumulated Surplus	Reserves	Total
<b>Balance at beginning of period</b>	<b>126,070,443</b>	<b>194,170,804</b>	<b>320,241,247</b>
Adjustments due to changes in accounting policies	0	0	0
	<hr/>	<hr/>	<hr/>
	126,070,443	194,170,804	320,241,247
<b>Increase/(Decrease) in net assets resulting from operations</b>	<b>11,892,420</b>	<b>0</b>	<b>11,892,420</b>
Transfers to reserves	0	0	0
Transfers from Reserves	0	0	0
<b>Balance at end of period</b>	<b>137,962,863</b>	<b>194,170,804</b>	<b>332,133,667</b>

# CENTRAL GOLDFIELDS SHIRE

## Cash Flow Statement

For the period ended 31/08/19

	Actual Year to Date Inflows/ (Outflows)	Budget Year to Date Inflows/ (Outflows)
<b>Cash flows from operating activities</b>		
<b>Payments</b>		
<i>Community</i>	(416,284)	(331,420)
<i>Health &amp; Human Services</i>	(708,258)	(711,460)
<i>Economic Development</i>	(284,908)	(278,108)
<i>Culture &amp; Heritage</i>	(127,696)	(108,383)
<i>Recreation</i>	(355,793)	(398,880)
<i>Transport</i>	(3,288,029)	(636,434)
<i>Waste &amp; Environ</i>	(451,351)	(546,273)
<i>Administration</i>	(1,190,375)	(1,026,914)
	<u>(6,822,693)</u>	<u>(4,037,871)</u>
<b>Receipts</b>		
<i>Community</i>	164,574	107,590
<i>Health &amp; Human Services</i>	803,046	814,029
<i>Economic Development</i>	110,193	103,420
<i>Culture &amp; Heritage</i>	81,929	75,933
<i>Recreation</i>	2,955	2,762
<i>Transport</i>	252,239	284,405
<i>Waste &amp; Environ</i>	565,095	220,870
<i>Administration</i>	309,531	106,296
<i>Debtors/Rates</i>	855,694	283,330
<i>FSPL collected/paid</i>	110,916	0
<i>Grants Commission</i>	492,699	507,116
	<u>3,748,871</u>	<u>2,505,751</u>
<b>Net cash inflow/(outflow) from operating activities</b>	<u>(3,073,820)</u>	<u>(1,532,120)</u>
<b>Cash flows from investing activities</b>		
<i>Proceeds from Sale Fixed Assets</i>	0	0
<i>Payments for Capital Works</i>	(491,051)	(89,583)
<b>Net cash inflow/(outflow) from investing activities</b>	<u>(491,051)</u>	<u>(89,583)</u>
<b>Cash flows from financing activities</b>		
<i>Financing costs</i>	(1,312)	(1,312)
<i>Repayment of loan borrowings</i>	(13,797)	(13,797)
<b>Net cash inflow/(outflow) from financing activities</b>	<u>(15,110)</u>	<u>(15,109)</u>
<b>Net increase (decrease) in cash</b>	<u>(3,579,980)</u>	<u>(1,636,812)</u>
<i>Cash at beginning of the financial period</i>	12,074,473	10,083,127
<b>Cash at the end of August</b>	<u><u>8,494,492</u></u>	<u><u>8,446,315</u></u>



# CENTRAL GOLDFIELDS SHIRE COUNCIL

## Statement of Capital Works

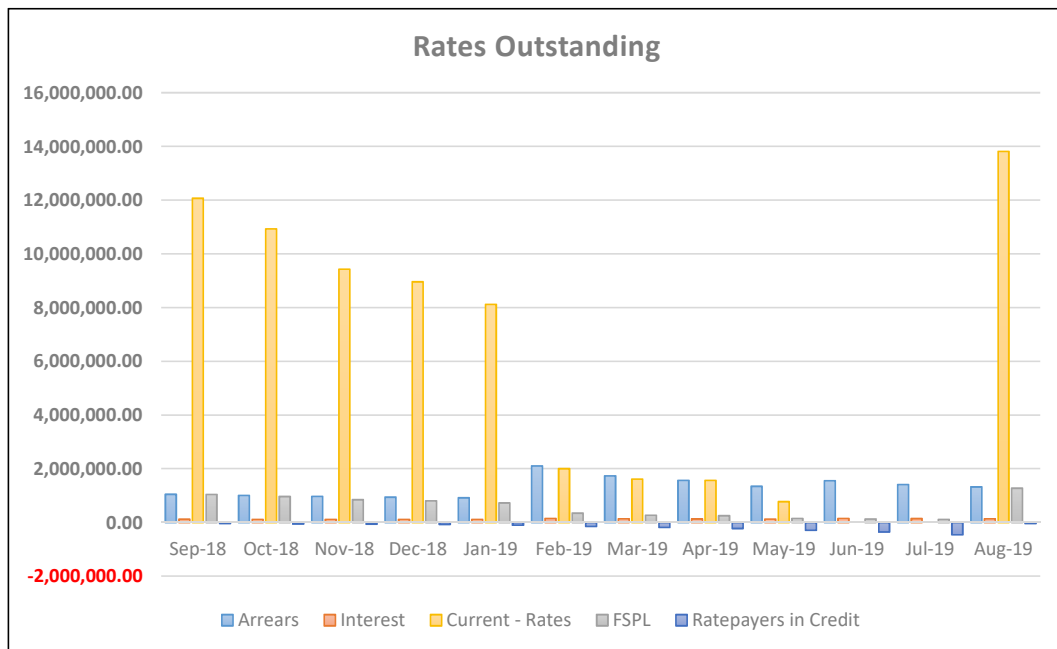
For the period ended 31/08/19

	Annual Budget 2019-2020	Budget Year to Date	Actual Year to Date	Variance Act v Budget YTD
<b>Property</b>				
Land	111,000	-	6,086	6,086
Land Improvements	13,000	-	81	81
Buildings	2,160,000	18,250	52,113	33,863
<b>Total property</b>	<b>2,284,000</b>	<b>18,250</b>	<b>58,280</b>	<b>40,030</b>
<b>Plant and equipment</b>				
Plant, machinery and equipment	792,000	-	28,248	28,248
Fixtures, fittings and furniture	215,000	35,833	19,480	(16,353)
<b>Total plant and equipment</b>	<b>1,007,000</b>	<b>35,833</b>	<b>47,728</b>	<b>11,895</b>
<b>Infrastructure</b>				
Roads	3,399,545	26,333	265,557	239,224
Bridges and major culverts	850,000	-	35,415	35,415
Pathways	176,000	-	800	800
Drainage	1,117,000	-	23,746	23,746
Parks, Open Space & Streetscapes	657,000	2,500	33,799	31,299
Car Parks	180,000	-	-	-
Other Infrastructure	212,000	6,667	25,726	19,059
<b>Total infrastructure</b>	<b>6,591,545</b>	<b>35,500</b>	<b>385,043</b>	<b>349,543</b>
<b>Total capital works expenditure</b>	<b>9,882,545</b>	<b>89,583</b>	<b>491,051</b>	<b>401,468</b>
<b>Represented by:</b>				
New asset expenditure	1,111,000	26,667	22,407	(4,260)
Asset renewal expenditure	6,824,545	62,916	433,004	370,088
Asset expansion expenditure	-	-	-	-
Asset upgrade expenditure	1,947,000	-	35,640	35,640
<b>Total capital works expenditure</b>	<b>9,882,545</b>	<b>89,583</b>	<b>491,051</b>	<b>401,468</b>

# CENTRAL GOLDFIELDS SHIRE

## Receivables - Rates

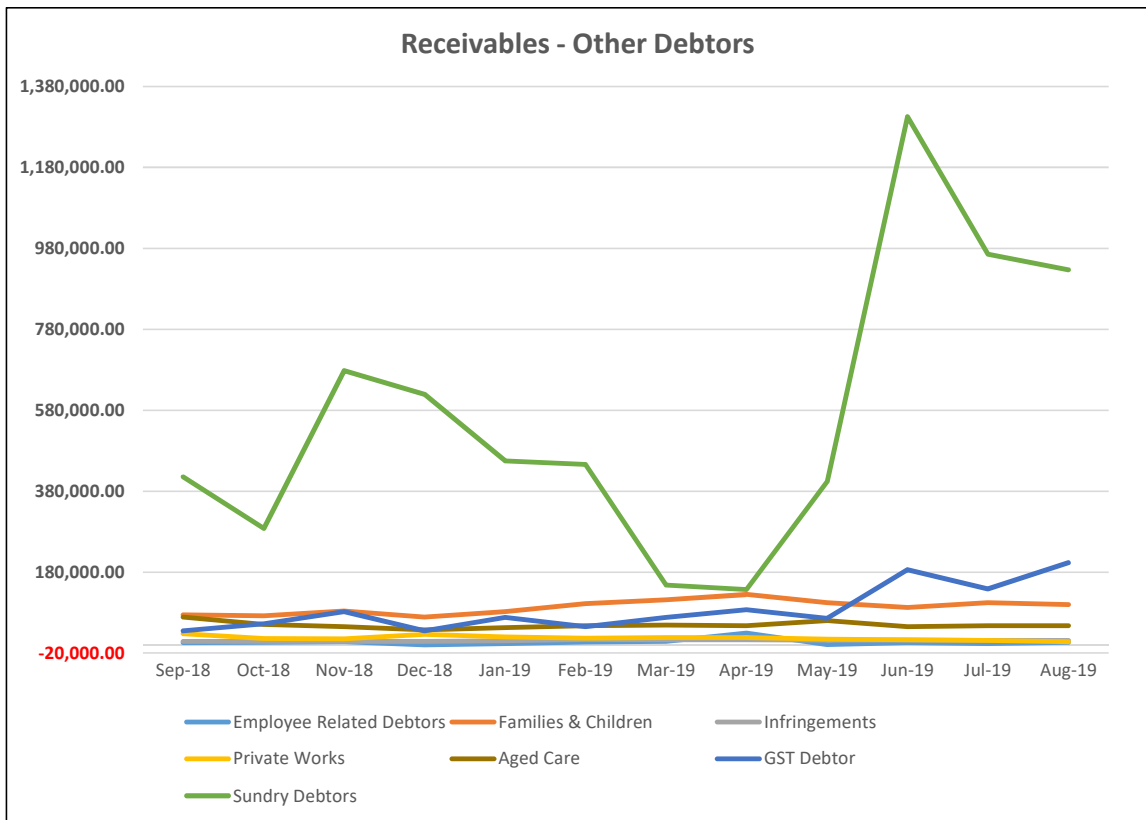
	31 August 2018		31 August 2019	
	Amount \$	% (Rate Income)	Amount \$	% (Rate Income)
Arrears	1,123,336.59	7.7%	1,321,915.43	8.8%
Interest	117,906.46	0.8%	132,045.90	0.9%
Current - Rates	13,624,633.72	93.1%	13,769,897.61	91.5%
<b>Total (excluding FSPL)</b>	<b>14,865,876.77</b>	<b>101.6%</b>	<b>15,223,858.94</b>	<b>101.2%</b>
Annual Rate Movement			357,982.17	2%
Fire Services Property Levy (FSPL)	1,212,923.71		1,274,596.05	
<b>Total Rates (including FSPL)</b>	<b>16,078,800.48</b>		<b>16,498,454.99</b>	



# CENTRAL GOLDFIELDS SHIRE

## Receivables - Other Debtors

	31 August 2018		31 August 2019	
	Amount \$	% (Budget Income)	Amount \$	% (Budget Income)
Employee Related Debtors	34,715.38	0.3%	6,056.92	0.0%
Families & Children	83,951.39	0.6%	99,831.29	0.6%
Infringements	9,220.98	0.1%	11,518.74	0.1%
Private Works	34,673.62	0.3%	8,180.91	0.1%
Aged Care	57,328.40	0.4%	47,253.11	0.3%
GST Debtor	80,779.80	0.6%	203,105.47	1.3%
Sundry Debtors	439,596.28	3.2%	927,350.87	5.8%
	<u>740,265.85</u>	<u>1.7%</u>	<u>1,303,297.31</u>	<u>1.1%</u>
Annual Movement			563,031.46	76%

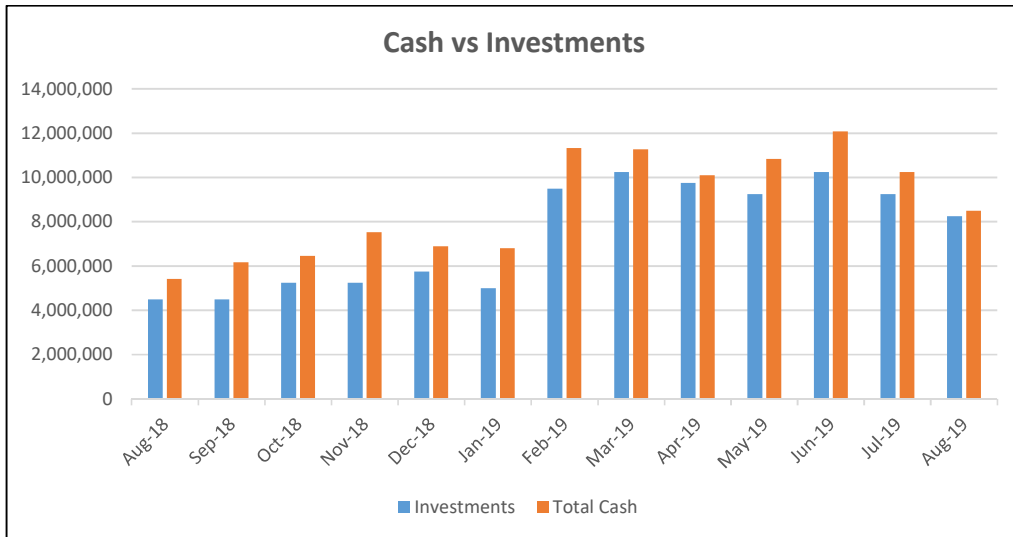


# CENTRAL GOLDFIELDS SHIRE

## Investment Register as at 31 August 2019

Financial Institution	Term	Maturity Date	Rating	Amount \$	Interest Rate
ME Bank	139	2/09/2019	A2	500,000.00	2.50%
Auswide	190	19/09/2019	P2	500,000.00	2.86%
Bendigo Bank	84	24/09/2019	A2	500,000.00	2.00%
Bank Vic	209	30/09/2019	P2	750,000.00	2.70%
AMP (RIM)	174	14/10/2019	A2	500,000.00	2.75%
Bendigo Bank	127	22/10/2019	A2	500,000.00	2.00%
AMP (RIM)	197	30/10/2019	A2	500,000.00	2.70%
AMP (RIM)	174	11/11/2019	A2	1,000,000.00	2.55%
Bank West	150	15/11/2019	A1+	500,000.00	2.00%
ME Bank	188	25/11/2019	A2	500,000.00	2.40%
Bendigo Bank	167	2/12/2019	A2	500,000.00	2.00%
Auswide	188	9/12/2019	P2	750,000.00	2.20%
Bank West	181	16/12/2019	A1+	500,000.00	2.00%
Auswide	188	23/12/2019	P2	750,000.00	2.20%
<b>Total</b>				<b>\$ 8,250,000</b>	

NB: The balance of cash is held within Cheque Accounts and At Call Accounts.



## 8.11 SECTION 11A INSTRUMENT OF APPOINTMENT AND AUTHORISATION

**Author:** **Manager Government Property and Risk**

**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.*

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### SUMMARY/PURPOSE

The purpose of this report is to recommend that Council adopt a Section 11A Instrument of Appointment and Authorisation for its Coordinator Statutory Planning.

The S11A Instrument of Appointment and Authorisation appoints Council staff under the Planning and Environment Act 1987, which allows them to fully discharge their duties and responsibilities under that Act.

### LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2017-2021 (2018 Refresh) – Our Organisation

**Outcome:** Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.

**4.3 Objective:** Central Goldfields Shire is proactive, well governed, professional and financially sustainable.

The S11A Instrument of Appointment and Authorisation is made in accordance with section 147 of the Planning and Environment Act 1987 and section 232 of the Local Government Act 1989.

### BACKGROUND INFORMATION

The S11A Instrument of Appointment and Authorisation is specifically for authorised officers appointed under the Planning and Environment Act 1987.

On 12 August 2019 Mitchell Mader was appointed as Coordinator Statutory Planning, following the resignation of the former incumbent.

### REPORT

#### S11A Instrument of Appointment and Authorisation

The S11A Instrument of Appointment and Authorisation:

- Appoints the officers to be authorised officers for the purposes of the Planning and Environment Act 1987 and the regulations made under that Act; and
- Authorises the officers generally to institute proceedings for offences against the Planning and Environment Act 1987 and the regulations made under that Act.

Authorisations need to be made for Council's Coordinator Statutory Services, Mitchell Mader to be an authorised officer under the Planning and Environment Act 1987. In particular, this authorisation gives officers the power to access property when required.

As with the delegations under the Planning and Environment Act 1987 these appointments and authorisations must be made by Council, and are not delegated to the CEO.

### **CONSULTATION/COMMUNICATION**

There is no requirement for community consultation in relation to the review of the Instruments. Affected staff will be provided with confirmation of the adoption of any Instruments.

### **FINANCIAL & RESOURCE IMPLICATIONS**

Council subscribes to the Delegations and Authorisations service provided by Maddocks Lawyers, the cost of which is provided for in Council's budget. There are no other financial implications in reviewing the Instruments of Delegation.

### **RISK MANAGEMENT**

The use of the Maddocks service alleviates the potential risk of staff not being appropriately authorised in the exercise of various powers and functions. The updates are done regularly and capture any legislative changes. The service is available to all Victorian Councils which enables consistency.

### **CONCLUSION**

The S11A Instrument of Appointment of Authorisation is required due to staffing changes at Council. The Instrument must be adopted by Council.

### **ATTACHMENTS**

- 1 Section 11A Instrument of Appointment and Authorisation.

#### **RECOMMENDATION:**

1. *That Council adopt the attached s11A Instrument of Appointment and Authorisation for the member of Council staff set out in the Instrument.*
2. *The attached s11A Instrument of Appointment and Authorisation comes into force immediately the common seal of Council is affixed to the Instrument, and remains in force until Council determines to vary or revoke it.*
3. *That the attached s11A Instrument of Appointment and Authorisation be signed and sealed.*

Maddocks Delegations and Authorisations

*S11A Instrument of Appointment and Authorisation (Planning and  
Environment Act 1987)*

**Central Goldfields Shire Council**

**Instrument of Appointment and Authorisation  
(*Planning and Environment Act 1987* only)**

**Mitchell Mader  
Coordinator Statutory Planning**

**Instrument of Appointment and Authorisation  
(*Planning and Environment Act 1987*)**

In this instrument "**officer**" means -

**Mitchell Mader**

**By this instrument of appointment and authorisation** Central Goldfields Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under s 232 of the *Local Government Act 1989* authorises the officer generally to institute proceedings for offences against the Acts and regulations described in this instrument.

**It is declared that** this instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Central Goldfields Shire Council on 24 September 2019.

**The COMMON SEAL of CENTRAL  
GOLDFIELDS SHIRE COUNCIL  
Was affixed in the presence of**

**Lucy Roffey  
Chief Executive Officer.**

Date: